

Implementation Schedule

Introduction

The following sections contain a succinct, numbered list of the recommendations contained within all of the Master Plan Elements. The tables provide primary and secondary parties responsible for carrying out the actions, potential time frames for achieving the objectives, and a listing of potential costs and community benefits related to each item. These tables are a work in progress. The Master Plan Implementation and Oversight Committee and the Office of Community and Economic Development will be working with the entities listed and others on an ongoing basis to obtain commitments for taking on the project listed.

A list of definitions and acronyms for the Implementation Schedule is provided below.

Responsible Parties

AHF	Amesbury Heritage Fund
AT	Amesbury Treasures
CC	Cultural Council
CFO	Chief Financial Officer
CK	Camp Kent
COA	Council on Aging
ConCom	Conservation Commission
DHCD	Department of Housing and Community Development
DPW	Department of Public Works
DRC	Design Review Committee
ENG	Town Engineer
ENHA	Essex National Heritage Area
FD	Fire Department
HA	Housing Authority
HC	Historical Commission
MHC	Massachusetts Historical Commission
MHD	Massachusetts Highway Department/MassHighway
MO	Mayors Office, Including Municipal Council
MVPC	Merrimac Valley Planning Commission
MVRTA	Merrimack Valley Regional Transportation Authority

NBHD	Neighborhood Groups
NSHC	North Shore Housing Consortium
NTHP	Natural Trust for Historic Preservation
OCED	Office of Community and Economic Development
OSC	Open Space Committee
PB	Planning Board
PD	Police Department
PR	Parks & Recreation
SC	School Committee
TC	Tree Committee
TTC	Traffic and Transportation Committee
ZEQ	Zoning Enforcement Officer

Time Frames

Immediate	Within the next 12 months
Near Term	1 to 5 years
Medium Term	5 to 10 years
Long Term	10 years and beyond.
Ongoing	Continuing projects or policies

Potential Costs

Low	None to \$50,000 <i>Master Plan implementation items that are policy oriented or that are estimated to require minimal capital/operating investments.</i>
Medium	\$50,000 to \$250,000 <i>Master Plan implementation items that will require financial investments for capital and operating costs on a one-time or ongoing basis, but that are estimated to be moderate in terms of financial subsidies.</i>
High	Greater than \$250,000 <i>Master Plan implementation actions that will require significant capital investments on a one-time or ongoing basis.</i>

General Action Items

Number	Goal	Strategies/Actions	Responsible Party	Time Frame
G-1	➤ Appoint a Master Plan Implementation and Oversight Committee, and appropriate subcommittees as feasible and necessary, to oversee and monitor the status of implementing the action items contained in the Plan.	➤ Mayors Office	➤	Immediate
G-2	➤ Coordinate a Master Plan Implementation "Service Fair," which includes various groups or Town Departments responsible for implementation, in an effort to promote ongoing activities and projects related to the Master Plan. Use the Service Fair as a way to communicate with Amesbury residents and stakeholders about ways they can get involved in the community through the implementation actions, and as a way to recognize the efforts of all of the volunteers involved.	➤ Master Plan Implementation and Oversight Committee OCED	➤	Immediate Annually
G-3	➤ Maintain the Master Plan as a vision and policy guide for use in making decisions affecting future growth and development in Amesbury.	➤ All Boards, Commissions Town Departments	➤	Ongoing
G-3	➤ Provide copies of the final Master Plan to all Town Departments, Boards and Commissions, and other community stakeholders.	➤ Mayors Office	➤	Immediate
G-4	➤ Coordinate study sessions for elected officials, boards and commission members, and appropriate Town Staff, especially when newly elected or appointed, to provide an overview of the Master Plan and its importance as a guide for future planning implications for the Town.	➤ Master Plan Implementation and Oversight Committee	➤	Ongoing
G-5	➤ Include a report in the Annual Town Report that provides an update of the status of implementation of the Master Plan actions and strategies.	➤ Master Plan Implementation and Oversight Committee Responsible Parties	➤	Annual
G-6	➤ Reexamine, on a periodic basis, Amesbury's Zoning Bylaw and relevant neighborhoods mapping for compatibility with the vision of the Master Plan.	➤ Master Plan Implementation and Oversight Committee Planning Board OCED	➤	Annual
G-7	➤ Utilize the Financial Capacity Decision-Making tool, developed by the Master Plan Finance Committee, to prioritize and time-sequence the multiple goals and objectives of the focus groups of the Master Plan Steering committee. This tool would be updated and used as part of the annual budget planning process, to be presented to the Municipal Council as part of the annual budget.	➤ Mayor's Office ➤ Master Plan Implementation and Oversight Committee	➤	Annual

Land Use and Growth Management Element

Number	Goal	Preserve the unique identity of Amesbury's neighborhoods; strengthen linkages between all neighborhoods, and their relationship to Amesbury's village center.					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources	
LU-1.1	Continue to develop incentives to reuse historic buildings in the village center, especially mill sites and other buildings which reflect Amesbury's industrial heritage. See also <i>Public Facilities and Infrastructure, Goal 2</i>	OCED ENG PB	Immediate Ongoing	Low	Revitalization Economic Development Preservation	Staff Time Volunteers	
LU-1.1.1	➤ Evaluate and recommend revisions or additions to Town and state regulations (zoning, design guidelines, building codes, etc.) and permitting policies/procedures to expedite reuse and redevelopment of properties in a manner consistent with goals for preservation and maintaining the historic Town character.	OCED PB DRC	Immediate Ongoing	Low	Revitalization Economic Development Preservation	Staff Time Volunteers	
LU-1.1.2	➤ Ensure that Town regulations, policies and permitting approval processes encourage redevelopment and reuse of properties.	OCED PB DRC	Immediate Ongoing	Low	Revitalization Economic Development Preservation	Staff Time Volunteers	
LU-1.1.3	➤ Identify and develop and maintain an inventory of abandoned or underutilized buildings, properties and other sites within the village center, and conduct site assessments to evaluate reuse potential, including any limitations, deterrents or obstacles which would limit redevelopment.	OCED	Near Term	Low	Revitalization Sustainability Environmental enhancement Economic Development Preservation	MVPC Brownfields Assessment Program DHCD Mass Development CDBG Mass Housing	

Number	Goal	Preserve the unique identity of Amesbury's neighborhoods; strengthen linkages between all neighborhoods, and their relationship to Amesbury's village center.						
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources		
LU-1.1.4	► Identify options to provide financial assistance to promote adaptive reuse and infill development within the downtown center and surrounding neighborhoods. Research and summarize potential Federal, State and regional funding sources and eligibility requirements to assist with reuse and redevelopment initiatives.	► OCED	Ongoing	Low	► Revitalization ► Sustainability ► Environmental enhancement ► Economic Development ► Preservation	► Staff Time ► Mass Development ► DHCD ► CDBG		
LU-1.2	Encourage the clean-up and reuse of existing brownfield sites.							
LU-1.2.1	► Prepare a Brownfields Action Plan, with PB and Municipal Council approval, to identify and prioritize clean-up efforts and assess redevelopment potential of effected parcels. Proactively explore funding sources and eligibility requirements for grants or subsidies to assist with revitalization of key sites.	► OCED ► Alliance	Near Term	Low	► Revitalization ► Environmental enhancement ► Sustainability ► Economic Development ► Preservation	► MVPC ► Brownfields Assessment Program ► Mass Development ► DHCD ► EPA		
LU-1.2.2	► Develop strategies to actively market brownfield sites for redevelopment and/or reuse.	► OCED ► Alliance	Ongoing	Low	► Revitalization ► Environmental enhancement ► Sustainability ► Economic Development ► Preservation	► MVPC ► Brownfields Assessment Program ► Mass Development ► DHCD ► Alliance		

Number	Goal	Preserve the unique identity of Amesbury's neighborhoods; strengthen linkages between all neighborhoods, and their relationship to Amesbury's village core. <i>See also Public Facilities and Infrastructure, Goal 2</i>					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources	
LU-1.3	Encourage reinvestment in established older neighborhoods to enhance and preserve neighborhood character.						
LU-1.3.1	➤ Modify the Neighborhood Conservation District zoning by-law to make it easier to implement, then formally endorse and adopt a map identifying Amesbury's Neighborhood Districts, as provided in the Preservation Plan.	OCED PB MO	Immediate	Low	➤ Neighborhood identification and protection. Sustainability.	➤ Staff Time General Fund	
LU-1.3.2	➤ Identify and prioritize neighborhoods most in need of upgrades by conducting assessments of neighborhood conditions (land use patterns, public infrastructure, neighborhood amenities, housing stock, etc.) and holding neighborhood meetings to identify desired improvements and potential benefits.	OCED DPW	Near Term Ongoing	Low	➤ Neighborhood identification and protection Sustainability Public Improvements	➤ Staff Time Interns/Student programs General Fund.	
LU-1.3.3	➤ Continue building on the past funding of the Neighborhood Improvements Projects program to strengthen and support existing neighborhoods.	OCED DPW MO	Ongoing	High	➤ Neighborhood identification and protection Sustainability Public Improvements	➤ Staff Time General Fund EOTC PWED Grants	
LU-1.3.4	➤ Encourage the use of Zoning Overlay Districts, and include appropriate design guidelines, requirements for provision of public improvements and land use regulations to preserve and reinforce the unique characteristics of these areas.	OCED PB	Ongoing	Low	➤ Neighborhood identification and protection Sustainability Public Improvements	➤ Staff Time General Fund	

Number	Goal	Strategies/Actions					Potential Benefits	Potential Funding Sources
	LU-2	Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.						
		Responsible Party	Time Frame	Potential Costs	Potential Community Benefits			
LU-2.1	Plan and promote redevelopment of the Lower Millyard, including the area's integration with the surrounding downtown center. <i>See also Economic Development, Goal 2</i>							
LU-2.1.1	➤ Explore additional design techniques to link the Upper and Lower Millyard through open space, enhanced pedestrian connections and other urban design techniques.	OCED DPW ENG Alliance	Near-Term	High	➤ Revitalization Economic Development Community amenities	➤ Staff Time EOTC PWED Grants Alliance Private Investment		
LU-2.1.2	➤ Present for Municipal Council approval a development action plan for the redevelopment of the Lower Millyard incorporating the findings of the recent Lower Millyard Study with recalculations of potential costs.	OCED MO Alliance	Immediate	Low	➤ Revitalization Economic Development Community amenities	➤ Staff Time EOTC PWED Grants Alliance Private Investment		
LU-2.1.3	➤ Present for Municipal Council approval a development action plan for the redevelopment of Carriage Hill and the R Street area	OCED MO Alliance	Immediate	Low	➤ Revitalization Economic Development Community amenities	➤ Staff Time EOTC PWED Grants Alliance Private Investment		
LU-2.2	Provide additional public gathering spaces and recreational amenities in the downtown. <i>See also Transportation, Goal 4, and Natural Resources, Goal 2</i>							
LU-2.2.1	➤ Provide bicycle and pedestrian linkages to surrounding neighborhoods, including access to the Back River, Clark's Pond and the Cedar Street areas, as well as to Camp Kent, both extending from the Lower Mill Yard.	OCED ENG MO	Long-Term	High	➤ Neighborhood links Recreation Improvements Community Amenities	➤ PWED Grants General Fund		

Number	Goal	Strategies/Actions						Potential Community Benefits	Potential Funding Sources
	LU-2	Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.							
		Responsible Party	Time Frame	Potential Costs					
LU-2.2.2	► Identify areas where public plazas and green space could be developed to serve as places for outdoor events, and active or passive recreational uses.	▲ OCED ▲ DPW/ENG	Mid-Term	High	▲ Community Gathering Space ▲ Recreation Opportunities	▲ General Fund ▲ CPA			
LU-2.3	Create a critical mass of downtown residents to support commercial establishments in a revitalized downtown area.								
LU-2.3.1	► Actively market downtown sites for re-use and infill developments to provide mixed-income housing opportunities interspersed with commercial and office uses in the downtown center.	▲ Alliance ▲ OCED	Ongoing	Medium	▲ Additional housing opportunities ▲ Sustainability ▲ Growth Control	▲ Staff Time ▲ CDBG ▲ Tax relief Grants ▲ Low interest loans ▲ Technical assistance			
LU-2.4	Promote methods to attract and sustain a variety of commercial uses in the downtown area to provide goods and services for residents and visitors.								
LU-2.4.1	► Encourage a mix of uses that provide daytime, evening and weekend attractions, including a variety of restaurants, coffee shops, cultural/theatrical venues, and retail shops that serve residents needs and attract tourists.	▲ Alliance ▲ OCED	Ongoing	Low	▲ Revitalization ▲ Economic Development	▲ Staff Time ▲ Private Investment			
LU-2.5	Reinforce the DRC Committee's role in the advisory process for review of projects in the downtown.								
LU-2.5.1	► Update the Design Guidelines to show clear distinctions between design review for the village center as opposed to design review for an outlying industrial/commercial zone.	▲ DRC ▲ OCED ▲ Alliance ▲ PB	Immediate	Low	▲ Design Control ▲ Community Character Preservation	▲ Staff Time ▲ General Fund ▲ Volunteers			
LU-2.5.2	► Explore the means which will encourage developments to reflect Amesbury's distinct New England village character and layout, and that fit the scale and character of surrounding neighborhoods.	▲ DRC ▲ OCED ▲ PB	Near-Term	Low	▲ Design Control ▲ Community Character Preservation	▲ Staff Time ▲ General Fund ▲ Volunteers			

Number	Goal	Strategies/Actions					
	LU-2	Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.					
		Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources	
LU-2.5.4	➤ Explore incentives that encourage developers to maintain the historic character of the downtown through implementation of the Design Guidelines during redevelopment of buildings and properties.	➤ DRC ➤ Alliance ➤ OCED ➤ PB	Immediate Ongoing	Medium	➤ Design Control ➤ Community Character ➤ Preservation	➤ Staff Time ➤ General Fund ➤ Volunteers ➤ Tax relief ➤ Grants ➤ Low interest loans ➤ Technical assistance	

Number	Goal	Strategies/Actions					
	LU-3	Manage growth and development in outlying areas to preserve Amesbury's environmental and cultural resources consistent with the Town's historic New England village character.					
		Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources	
LU-3.1	Evaluate existing regulatory measures and consider new techniques to manage development in outlying areas. <i>See also Natural Resources, Goal 2, and Public Facilities and Infrastructure, Goal 1</i>						
LU-3.1.1	➤ Consider provisions such as Transfer of Development Rights (TDR), revisions to the Cluster Development Permit, Scenic Overlay Districts or hill-top development restrictions to appropriately guide and manage new development patterns.	➤ OCED ➤ PB	Near Term	Low	➤ Growth Management ➤ Sustainability	➤ Staff Time ➤ General Fund	
LU-3.1.2	➤ Protect agricultural and open space properties through programs such as Purchase of Development Rights, incentives under Chapter 61 and other Agricultural Preservation Restrictions.	➤ OCED ➤ PB	Ongoing	Medium to High	➤ Growth Management ➤ Sustainability ➤ Agricultural Preservation.	➤ Staff Time ➤ Volunteers ➤ (Chapter 61)	

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
LU-3	Manage growth and development in outlying areas to preserve Amesbury's environmental and cultural resources consistent with the Town's historic New England village character.						
LU-3.2	Plan for appropriate long range commercial and industrial development in suitable areas.						
LU-3.2.1	➤ Evaluate the appropriateness and suitability of existing industrial and commercial zoning districts.	➤ OCED PB	Near Term	Low	➤ Managed Growth and Development	➤ Staff Time	
LU-3.2.2	➤ Evaluate the feasibility of developing areas where regional access and infrastructure already exist; particularly on the Golden Triangle, Hunt Road and the Route 150 Gateway.	➤ OCED PB	Ongoing	Low	➤ Sustainable development ➤ Controlled Growth	➤ Staff Time	
LU-3.2.4	➤ Develop a Route 110 Corridor Overlay District that provides appropriate controls and design guidelines for commercial and industrial development to achieve a harmonious blend for a mixed use environment that is well integrated with the character of the surrounding neighborhoods.	➤ OCED ZEO PB ZBA Alliance	Near Term	Low	➤ Sustainable development ➤ Controlled Growth	➤ Staff Time	

Number	Goal	LU-4 Improve the Town's administrative capacity to manage growth and development.					Potential Benefits	Potential Funding Sources
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits			
LU-4.1	Address the need for better enforcement of regulations. <i>See also Public Facilities and Infrastructure, Goal 3</i>							
LU-4.1.1	➤ Complete a comprehensive analysis of the Town's permitting process, including defining the precise legal and planning role of each reviewing board, the bounds of each board's discretion, permissible development timelines, and recommendations for methods to improve the effectiveness of the process.	OCED DPW ENG Alliance ZEO MO	Immediate	Low to Medium (if consultants are hired)	➤ Efficient review and permitting process.	➤ Staff Time		
LU-4.1.2	➤ Consult with current Building Commissioner as to the scope of his work, what resources are needed to better do his work, and what, if any, required tasks prevent timely completion of inspections.	OCED Inspectors DPW/ENG PB	Near Term	Low	➤ Improved and predictable enforcement of regulations.	➤ Staff Time		
LU-4.1.3	➤ Consult with recent contractors/developers as to their perspective on policies and procedures for permitting, obtaining inspections and/or enforcement, and on interactions with boards and committees.	OCED DPW/ENG Inspectors PB	Near Term	Low	➤ Improved and predictable permitting process and enforcement of regulations.	➤ Staff Time		
LU-4.2	Improve local administrative capacity to manage growth.							
LU-4.2.1	➤ Provide regular training for Town employees and Board and Commission members on measures and techniques to manage growth and development patterns. Require referencing the Master Plan in their decision making process.	MO	Ongoing	Low to Medium	➤ Technical skill building. ➤ Enhanced resources for staff and board members ➤ Networking; "lessons learned" in other communities	➤ General Fund		

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
LU-4	Improve the Town's administrative capacity to manage growth and development.						
LU-4.2.2	➤ Evaluate long-range fiscal impacts of future growth and development for Town services, infrastructure and facilities by developing a comprehensive build-out report that addresses all forms of development and sets out a range of scenarios under present zoning.,	➤ OCED ➤ DPW ➤ ENG ➤ CFO ➤ Assessors	➤ Near Term	➤ Medium to High	➤ Sustainability ➤ Growth Control ➤ Prioritization and potential to implement necessary repairs	➤ EOEA Build-out Analysis ➤ MVPC GIS modeling for Build-out ➤ EO418 Implementation Funds ➤ Staff Time	
LU-4.2.3	➤ Ensure that the Zoning By-Law and other ordinances affecting land use are consistent with the Master Plan.	➤ OCED	➤ Annual	➤ Low	➤ Sustainability ➤ Growth Control ➤ Master Plan ➤ Implementation	➤ Staff Time	
LU-4.2.4	➤ Adopt a permanent zoning bylaw that will replace the smart growth by-law, yet utilize a more evenly administered performance based point system.	➤ OCED ➤ ZEO ➤ PB	➤ Ongoing	➤ Low	➤ Sustainability ➤ Growth Control ➤ Master Plan ➤ Implementation	➤ Staff Time	
LU-4.2.5	➤ Institute implementation and updates of GIS data sets and software applications to maintain mapping of Town land use patterns, zoning, environmental resources and identified neighborhood areas consistent with state standards through MassGIS. Use GIS systems as a decision making tool for evaluating long range impacts of future development proposals for consistency with the Master Plan. ➤ Using GIS systems develop maps to monitor those areas suitable for growth (i.e. the village center) and development and those areas prioritized for preservation.	➤ OCED ➤ ZEO ➤ PB	➤ Immediate	➤ Low	➤ Sustainability ➤ Growth Control ➤ Master Plan ➤ Implementation	➤ Staff Time	

Natural Resources Element

Number	Goal	Strategies/Actions					Potential Community Benefits	Potential Funding Sources
		Responsible Party	Time Frame	Potential Costs	Potential Community Benefits			
NR-1.1	Develop zoning requirements that ensure new development will blend carefully with existing natural features. <i>See also Land Use Goal 3.</i>							
NR-1.1.1	<ul style="list-style-type: none"> ➤ Update town by-laws to ensure sustainable development practices with lesser impacts to the environment; give consideration to incentives for new development that is Leadership in Energy and Environmental Design (LEED) Certified to promote state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and environmental quality. 	OCED DPW PB ConCom OSC ENG	Near Term	Low	<ul style="list-style-type: none"> ➤ Preserve local resources ➤ Reduce infrastructure costs ➤ Promotes sustainability 	<ul style="list-style-type: none"> ➤ Staff Time ➤ US Green Building Council ➤ Tax Incentives 		
NR-1.1.2	<ul style="list-style-type: none"> ➤ Develop requirements for developers to pay impact fees towards schools for new residential development. 	OCED PB SC	Near Term	Low	<ul style="list-style-type: none"> ➤ Funding for school improvements ➤ Reduces burden on taxpayers 	<ul style="list-style-type: none"> ➤ Staff Time ➤ Self Funding 		
NR-1.1.3	<ul style="list-style-type: none"> ➤ Develop a tree and/or existing landscape preservation ordinance to protect mature trees, including fees for removal of mature trees during large-scale development, to encourage preservation of existing landscapes to the greatest extent possible. 	TC ConCom PB OSC	Near Term	Low	<ul style="list-style-type: none"> ➤ Preserve visual landscapes ➤ Preserve biological value of trees ➤ Avoids costs of tree replacement 	<ul style="list-style-type: none"> ➤ Staff Time ➤ Volunteers ➤ Private funding 		
NR-1.1.4	<ul style="list-style-type: none"> ➤ Require developers to dedicate open space in exchange for developing on or near environmentally sensitive areas. 	OCED DPW PB OSC ConCom	Near Term	Low	<ul style="list-style-type: none"> ➤ Maintain high percentage of open space ➤ Minimize use of tax dollars to acquire open space ➤ Scenic viewshed protection 	<ul style="list-style-type: none"> ➤ Self Funding ➤ Staff Time 		

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
NR-1	Protect existing natural features in all new development.						
NR-1.5	► Ensure that new residential subdivisions include dedication of land, or a fee in lieu, for public parks and open space areas.	▲ OCED ▲ DPW ▲ PB ▲ OSC ▲ ConCom	Near Term	Low	▲ Increased fees for parks and open space acquisition and management	▲ Staff Time ▲ Private Investment	
NR-1.6	► Encourage the use of native plant species with low water and fertilization requirements for commercial development and new home subdivision landscaping.	▲ PB ▲ OSC ▲ ConCom	Near Term	Low	▲ Avoid nuisance species ▲ Add to natural landscape character	▲ Private Investment	
NR-1.7	► Consider requirements for testing soils characteristics to determine land use suitability.	▲ DPW ▲ PB ▲ OSC ▲ ConCom	Near Term	Low	▲ Avoid development with chronic problems that require town funds to rectify	▲ Staff Time	
NR-1.8	► Post Open Space/Greenways/Water Resources/Wetlands/Endangered Species maps in public meeting areas for Town Council, Planning Board, Zoning Board of Appeals and the ConCom to review when evaluating land use proposals.	▲ OSC	Immediate	Low	▲ Resource materials for decision making about development in sensitive areas	▲ General Fund	
NR-1.9	► Develop informational materials to include as part of the Design Review process to inform developers about the importance of maintaining open space, environmentally sensitive areas and trails to maintain the desired quality of life in Amesbury.	▲ PB ▲ OSC ▲ ConCom ▲ ENG ▲ DRC	Immediate	Low	▲ Incorporates the element of environmental planning into the development review process to the greatest extent.	▲ General Fund ▲ Staff Time	
NR-1.10	► Develop more stringent regulations for septic system development on small and 'marginal' lots.	▲ PB ▲ OSC ▲ ConCom ▲ DPW ▲ ENG	Near Term	Low	▲ Water quality improvement and protection ▲ Avoid having to spend town tax dollars on wastewater collection.	▲ Staff Time	

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources
NR-2	Preserve and enhance open space and natural resources.						
NR-2.1	Explore new avenues to ensure that larger tracts of open space and other natural environments are preserved and maintained. <i>See also Land Use Goal 3.</i>	➤ Update the Open Space and Recreation Plan, and adopt a formal policy on the preservation and maintenance of community open space.	OSC ConCom MO	Immediate	Low	Ensures protection of open space and natural resources Provides consistent guidance to decision making.	Policy Decision
NR-2.1.1	➤ Prioritize, improve, and maintain areas of greatest sensitivity/beauty.	OSC ConCom	Near Term	Low	➤ Prioritizes areas for protection of open space and natural resources	➤ Volunteers Staff Time DCR	
NR-2.1.2	➤ Create an Amesbury Greenbelt and focus on preserving parcels to connect and encourage development of greenways.	OSC ConCom	Long Term	High	Ensures protection of open space, natural resources and recreational amenities.	CPA DCR Greenways Program General Fund Private Investments Conservation Restrictions	
NR-2.1.3	➤ Prioritize areas for Town acquisition and work with property owners to develop a first right of refusal for future land transactions.	OSC OCED MO	Near Term Ongoing	High	Identify and protect key areas that provide greatest benefit Use tax dollars wisely.	CPA General Fund Private Investments Conservation Restrictions Tax Incentives	
NR-2.1.4							

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
NR-2	Preserve and enhance open space and natural resources.						
NR-2.1.5	► Provide awareness and solicit community support for institution of the Community Preservation Act, including surveying other MA communities for successes, to provide resources for acquisition of key properties and for protection of properties with significant environmental or cultural resources.	▲ OSC ▲ CFO ▲ MO ▲ OCED	OSC CFO MO OCED	Immediate	Low	Makes use of a program that can leverage additional funding from the state.	▲ Local tax increases
NR-2.1.6	► Explore the feasibility of developing a local Land Trust, or a cooperative effort with regional affiliations, to actively pursue and monitor land conservation efforts.	▲ OSC ▲ OCED ▲ MO	OSC OCED MO	Near Term	High	Provides dedicated effort, thus reducing burden on town hall Ability to generate funds through grants and donations.	▲ Private funding and donations ▲ Grants ▲ CPA ▲ Land Trust Alliance ▲ Mass Land Trust Coalition
NR-2.1.7	► Support a town-wide inventory of flora and fauna to determine most sensitive areas ecologically as well as to protect known wildlife corridors.	▲ CK ▲ SC ▲ PRWA ▲ OSC ▲ ConCom	CK SC PRWA OSC ConCom	Immediate	Low	Helps prioritize sensitive areas Educates youth on the value of environmental resources	▲ Camp Kent PWRA
NR-2.1.8	► Develop a program of public awareness and education towards the needs and benefits of conservation and preservation of open space and explore feasibility of implementation.	▲ OSC ▲ ConCom ▲ CK ▲ OCED	OSC ConCom CK OCED	Near Term	Low	Promotes the importance to protect open space, natural resources and recreational amenities.	▲ Staff Time ▲ Volunteers
NR-2.1.9	► Enhance Woodson Farm for recreational and preservation purposes.	▲ OSC ▲ ConCom ▲ OCED	OSC ConCom OCED	Mid-Term	High	Satisfy the varied interests while preserving the integrity of this wonderful resource.	▲ General Fund Grants ▲ CPA

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
NR-2	Preserve and enhance open space and natural resources.						
NR-2.1.10	➤ Preserve wildlife areas through Town land acquisitions or other appropriate land dedications, and include designated wildlife viewing areas on trail maps.	➤ OSC ➤ ConCom ➤ OCED ➤ TC ➤ MVPC	➤ Ongoing	➤ High	➤ Preserves ecological and wildlife habitat.	➤ US Fish and Wildlife Service Grants ➤ DFW Land Protection Program	➤
NR-2.2	Develop programs to enhance existing areas of natural resources and promote environmental protection.						
NR-2.2.1	➤ Develop programs to work with and encourage school students to maintain trails and open space areas.	➤ OSC ➤ PR ➤ SC ➤ CK	➤ Near Term ➤ Ongoing	➤ Low to Medium	➤ Students informed about resources ➤ Town benefits from volunteer efforts	➤	➤ Volunteers ➤ General Fund ➤ Staff Time
NR-2.2.2	➤ Create a position for a School Garden Representative to establish native plant gardens at the schools using native plants rescued from new development.	➤ OSC ➤ PR ➤ SC	➤ Ongoing	➤ Low to Medium	➤ Preserves natural resources ➤ Providing educational opportunities ➤ Sustainability	➤ Schools ➤ General Fund	➤
NR-2.2.3	➤ Adopt a formal policy on municipal pesticide reduction.	➤ OSC ➤ ConCom ➤ DPW ➤ MO	➤ Near Term ➤ Ongoing	➤ Low	➤ Reduce toxic pollutants in water and soils ➤ Provides consistent policy for town departments.	➤ Staff Time	➤
NR-2.2.4	➤ Adopt an urban street tree plan for the R-8 District.	➤ TC ➤ OSC ➤ DPW	➤ Near Term ➤ Ongoing	➤ Medium	➤ Streetscape enhancements ➤ Environmental quality enhancements	➤ General Fund ➤ Staff Time	➤
NR-2.2.5	➤ Encourage use of environmentally sustainable building materials and supplies to be used in school construction and town offices.	➤ OSC ➤ SC ➤ MO ➤ DPW	➤ Ongoing	➤ High	➤ Reduces waste and contributes to reducing energy demands.	➤ Staff Time ➤ US Green Building Council ➤ Tax Incentives	➤

Number	Goal	Strategies/Actions					Potential Benefits	Potential Community Benefits	Potential Funding Sources
				Responsible Party	Time Frame	Potential Costs			
NR-2	Preserve and enhance open space and natural resources.								
NR-2.6	► Require school buses to use non-polluting fuels.	▲	▲	ConCom SC	Long Term	High	▲	Improve air quality Potentially benefit from innovative grant programs	▲ School Budgets Grants

Number	Goal	Strategies/Actions					Potential Benefits	Potential Community Benefits	Potential Funding Sources
				Responsible Party	Time Frame	Potential Costs			
NR-3	Create greater public awareness about the natural resources, open spaces and recreational amenities in Amesbury.								
NR-3.1	Promote activities that create an awareness of the benefits found in Amesbury's natural resources.								
NR-3.1.1	► Develop methods to promote ecotourism based upon the valuable natural resources available in Town (kayak rentals, dory rides from Lowell's Boat Shop to downtown, carriage rides through town, kayaking up Powow River from Camp Kent/Lake Gardner, mountain biking through Woodsom, Town Forest, etc.).	▲	OCED OSC PR Alliance	Near Term	Medium	▲	Provides sound tourist based economic activity Enhance the value of these areas through physical linkages.	▲	▲ Staff Time Alliance Private investments
NR-3.1.2	► Research and apply for grants to create an eco-circuit, either private or town-operated.	▲	OSC OCED PR	Mid Term	Low to Medium	▲	Avoids use of municipal tax dollars	▲	▲ Staff Time DCR Trails Program Grants
NR-3.1.3	► Create a brochure of trails, parks, waterways and recreational facilities and the natural resource amenities found at Camp Kent, including year round programs and activities, use of dories, youth and family programs and trails through the Powow Conservation Area.	▲	OSC ConCom CK OCED PWRA	Near Term	Low	▲	Promotes resources to residents and visitors Visitors contribute to local economy.	▲	▲ Staff Time Volunteers
NR-3.1.4	► Develop a visitor's center with kiosk and other information about natural resource and open space amenities in Town.	▲	OSC ConCom OCED	Mid-Term	High	▲	Centralized information center for residents and visitors.	▲	▲ Staff Time Volunteers DCR Grants

Number	Goal	Strategies/Actions							Potential Benefits	Potential Community Sources
		Responsible Party	Time Frame	Potential Costs						
NR-3	Create greater public awareness about the natural resources, open spaces and recreational amenities in Amesbury.									
NR-3.1.5	➤ Develop innovative signage for all town open space trails, including those developed as part of cluster subdivisions.	OSC ConCom OCED PR DPW	Mid-Term	Low to Medium	➤	Contributes to better local understanding of resources as well as enhances the attraction for visitors.			General Fund Grants	General Fund Grants
NR-3.2	Develop actions to improve recreational opportunities. <i>See also Transportation, Goal 4</i>									
NR-3.2.1	➤ Research funding mechanisms to reuse a mill building to create a Teen Center.	OCED PB OSC PR	Mid-Term	High	➤	Provides recreational amenities and healthy environments for youth activities.			Staff Time General Fund	Staff Time General Fund
NR-3.2.2	➤ Develop an inventory of deficiencies and improve handicapped access to all town recreation areas.	DPW OSC PR	Mid-Term	High	➤	Compliance with ADA standards. Provides equal access Helps secure grants			General Fund Grants	General Fund Grants
NR-3.2.3	➤ Develop an urban recreational park on Powow Hill.	OSC PR OCED	Long-Term	High	➤	Provides passive recreation in a central location.			DCR Historic Landscapes Program	CPA DCR Historic Landscapes Program
NR-3.2.4	➤ Identify areas to provide increased public access to rivers, lakes and ponds.	OSC ConCom PR	Mid-Term	Medium to High	➤	Provides greater access to amenities. Natural resource protection.			DCR Lakes and Ponds General Fund	DCR Lakes and Ponds General Fund
NR-3.2.8	➤ Determine the feasibility of developing a YMCA or a Town Pool.	OSC PR DPW	Long Term	High	➤	Provides recreational amenities Possible economic opportunity			YMCA General Fund	YMCA General Fund
NR-3.2.9	➤ Create transportation hub historical park in the Downtown/Lower Miliard.	OSC OCED PR DPW	Long Term	High	➤	Provides aesthetic benefit and well as fosters more foot traffic.			CPA DCR Historic Grant Program	CPA DCR Historic Grant Program

Historic and Cultural Resources Element

Number	Goal	Strategies/Actions					Potential Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
HCR-1	Provide a coordinated approach to protecting and promoting cultural and historic resources.										
HCR-1.1	Minimize duplication of efforts through improved communication and coordination and maximize cooperation on important preservation initiatives.	➤ Retain the services of a public relations specialist, funded through grants, to collect information from local groups involved in preservation and arts/cultural initiatives.	AT AHF HC CC OCED Alliance MO	Near Term	Low	➤ Improved coordination of preservation and cultural initiatives and resources.	➤ NTHP -- Preservation Services Fund.				
HCR-1.1.2	➤ Create informational materials in a cohesive and appealing format, such as brochures, web sites or periodicals, to help create informational programs that promote the various historic and cultural preservation initiatives.	AT AHF HC CC OCED Alliance	Near Term Ongoing	Low	➤ Greater awareness and marketing of initiatives and resources.	➤ NTHP -- Preservation Services Fund ➤ ENHA					
HCR-1.1.3	➤ Form a town historic or cultural society to oversee historic preservation initiatives and protect historic sites and buildings.	AT AHF HC OCED	Immediate	Low	➤ Improved oversight of preservation and awareness of impacts.	➤ Merrimack Valley Preservation Group, Inc.					
HCR-1.1.4	➤ Develop an annual "coordination day" for the various groups and organizations involved with aspects of historic and cultural resources at the local and regional level.	AT AHF HC CC OCED	Annual	Low	➤ Improved coordination and communication about preservation and cultural initiatives and resources.	➤ Merrimack Valley Preservation Group, Inc.					

Number	Goal
HCR-1	Provide a coordinated approach to protecting and promoting cultural and historic resources.
	Strategies/Actions
HCR-1.2	<p>Preserve open space and prevent the unnecessary demolition of historic properties.</p> <ul style="list-style-type: none"> ➤ Reinvigorate the Amesbury Heritage Fund with new members, a focused mission statement, and fundraising plan.
HCR-1.2.1	<ul style="list-style-type: none"> ➤ AT AHF OCED ➤ Near Term ➤ Low ➤ Improved oversight and resources for preservation initiatives.

Number	Goal
HCR-2	Proactively protect important architecturally significant buildings and important sites that depict the Town's history.
	Strategies/Actions
HCR-2.1	<p>Actively pursue initiatives to document and protect historic resources.</p> <ul style="list-style-type: none"> ➤ Conduct a survey and identify planning needs related to historic preservation.
HCR-2.1.1	<ul style="list-style-type: none"> ➤ AT HC AHF OCED ➤ Near Term ➤ Low ➤ Improved planning and coordination for preservation efforts.
HCR-2.1.2	<ul style="list-style-type: none"> ➤ Complete survey of Amesbury's historic resources for inclusion in the Inventory of Historic and Archaeological Assets of the Commonwealth.
HCR-2.1.3	<ul style="list-style-type: none"> ➤ Identify important archaeological sites for inclusion in the Inventory of Historic and Archaeological Assets of the Commonwealth and take appropriate measures to ensure their protection.
HCR-2.1.4	<ul style="list-style-type: none"> ➤ Prepare and submit new district and individual nominations to the National Register of Historic Places.
	Potential Benefits
	<ul style="list-style-type: none"> ➤ NTHP – Preservation Services Fund
	Potential Community Benefits
	<ul style="list-style-type: none"> ➤ Documentation of historic sites, buildings and districts.
	Potential Costs
	<ul style="list-style-type: none"> ➤ Documentation of historic sites, buildings and districts.
	Potential Party
	<ul style="list-style-type: none"> ➤ AT HC AHF OCED
	Potential Time Frame
	<ul style="list-style-type: none"> ➤ Ongoing
	Potential Funding Sources
	<ul style="list-style-type: none"> ➤ MHC- Survey and Planning Grants

Number	Goal	Strategies/Actions					Potential Costs	Potential Benefits	Potential Funding Sources
	HCR-2	Proactively protect important architecturally significant buildings and important sites that depict the Town's history.							
		Responsible Party	Time Frame						
HCR-2.2	Preserve the historic resources of downtown as part of larger revitalization effort. <i>See also Land Use Goal 2, and Economic Development Goal 3.</i>	▲ Officially endorse the Town ongoing initiatives by developing a Main Street program similar to the model put forth by the National Trust for Historic Preservation.	▲ AT ▲ AHF ▲ OCED	Near-Term	Medium	▲ Improved oversight and resources for preservation initiatives Economic development resource	▲ NTHP – National Main Street Center		
HCR-2.2.1									
HCR-2.2.2	Develop a central site for historical interpretation.	▲ AT ▲ CC ▲ Alliance ▲ Mayor	Mid-Term	Medium	▲ Central Community focal point Tourist amenity Awareness of cultural and historic influences	▲ NTHP – National Main Street Center			
HCR-2.2.3	Develop artist/artisan center.	▲ AT ▲ CC ▲ Alliance ▲ OCED ▲ Mayor	Long-Term	High	▲ Community gathering place Tourist attraction Cooperative facility Cultural resource enhancement	▲ ENHA Mass. CC			
HCR-2.3	Preserve the historic and architectural integrity of Amesbury's neighborhoods. <i>See also Land Use Strategy 1.4</i>								
HCR-2.3.1	Increase owner awareness of the values of maintaining historic properties, including promotional efforts such as the creation of an "historic house plaque" program.	▲ AT ▲ HC ▲ AHF	Ongoing	Low	▲ Markets preservation initiatives. Documents historic sites and buildings Promotes restoration and enhances community character	▲ ENHA MHC NTHP – Preservation Services Fund			

Number	Goal	Proactively protect important architecturally significant buildings and important sites that depict the Town's history.						
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources		
HCR-2.3.2	➤ Gather additional information and resources on techniques for rehabilitating and preserving historic properties and provide it to property owners.	AT AHF HC	Near Term Ongoing	Low	Markets initiatives and resources Promotes restoration and enhances community character	ENHA MHC NTHP – Preservation Services Fund		
HCR-2.4	Preserve Amesbury's historic landscapes. <i>See also Natural Resources Strategy NR-2.1.</i>							
HCR-2.4.1	➤ Identify historic agricultural landscapes and work with the Town or property owners to identify techniques to preserve these areas.	AT OSC AHF OCED ConCom	Near Term Ongoing	Medium	Land preservation Scenic Viewshed protection Growth Control	NTHP – Preservation Services Fund NTHP – Johanna Favron Fund Chapter 61		
HCR-2.4.2	➤ Work with property owners to preserve historic barns and outbuildings through maintenance, rehabilitation, and reuse.	AT AHF HC OSC ConCom OCED	Ongoing	Low	Structure reuse and preservation Scenic Viewshed protection	NTHP – Barn Again! Program		
HCR-2.4.3	➤ Protect historic river landscapes through appropriate waterfront protection measures.	AT OSC ConCom OCED ENG	Ongoing	Low	Scenic Viewshed protection Recreation amenities Environmental resource protection	ENHA Merrimack Valley Preservation Group, Inc. Merrimack River Watershed Council		

Number	Goal	Strategies/Actions					Potential Community Benefits	Potential Funding Sources
	HCR-2	Proactively protect important architecturally significant buildings and important sites that depict the Town's history.						
HCR-2.4.4	➤ Enhance historic parks and recreational areas with additional features such as signage, sculptures or other elements that provide awareness and interpretation of historical significance.	➤ AT ➤ AHF ➤ HC ➤ OSC ➤ ConCom ➤ Parks and Recreation ➤ ENG	➤ Near Term	Medium	➤ Central Community focal point ➤ Tourist amenity Awareness of cultural and historic influences	➤ A	➤ ENHA – Partnership Grant Program DCR Signage Grants	

Number	Goal	Strategies/Actions					Potential Community Benefits	Potential Funding Sources
	HCR-3	Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.						
HCR-3.1	Preserve the identity of our community and prevent the town from turning into a bedroom commuter suburb.		➤ Responsible Party	Time Frame	Potential Costs	Potential Benefits		
HCR-3.1.1	➤ Encourage the establishment of neighborhood associations, based upon the Neighborhood Map, and create a "Congress" of neighborhoods where representatives from each can meet, talk about common issues, feel more vested in both the successes and the concerns emerging in individual neighborhoods, and engage in activities that will encourage mingling, etc.	➤ Mayors Office	Immediate and Ongoing	Low	➤ Enhanced communications ➤ Community building ➤ Promotes citizen involvement	➤ A	➤ General Fund ➤ Staff Time ➤ Volunteers	
HCR-3.1.2	➤ Develop an annual forum for citizens to learn how local government works and how they can become more involved in a proactive and productive manner.	➤ Mayors Office	Annual	Low	➤ Education ➤ Promotes citizen involvement	➤ A	➤ General Fund	
HCR-3.1.3	➤ Build, renovate or appropriate space in town to hold regular get-togethers where residents can meet and mingle socially (i.e., a community center, Town Hall, a classroom in one of the schools, etc.).	➤ OCED ➤ Cultural Director ➤ Mayors Office	Long Term	High	➤ Provides central gathering place ➤ New community facility	➤ A	➤ General Fund	

Number	Goal	Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources	
HCR-3.1.4	<ul style="list-style-type: none"> ➤ Develop an infomercial about “the Amesbury story” (perhaps in collaboration with Adelphia) that can be made available to newcomers. Work with realtors to provide the information to new residents. 	<ul style="list-style-type: none"> ➤ AT ➤ Middle School ➤ OCED ➤ Realtors 	Near Term	Low	<ul style="list-style-type: none"> ➤ Community information and awareness ➤ Markets initiatives and resources ➤ Education ➤ Promotes citizen involvement 	<ul style="list-style-type: none"> ➤ General Fund 	
HCR-3.1.5	<ul style="list-style-type: none"> ➤ Create a “newcomers’ club” or some such group that can tap the energy of new members of the community while they are still idealistic and enthusiastic. 	<ul style="list-style-type: none"> ➤ AT Alliance 	Ongoing	Low	<ul style="list-style-type: none"> ➤ Education ➤ Promotes citizen involvement 	<ul style="list-style-type: none"> ➤ PTA’s Social Groups 	
HCR-3.1.6	<ul style="list-style-type: none"> ➤ Develop a non-political community bulletin board or other internet-based communications device for residents to exchange information. 	<ul style="list-style-type: none"> ➤ OCED 	Near Term	Low	<ul style="list-style-type: none"> ➤ Education ➤ Promotes citizen involvement 	<ul style="list-style-type: none"> ➤ General Fund ➤ Staff Time ➤ Volunteers 	
HCR-3.1.7	<ul style="list-style-type: none"> ➤ Give the annual block party more of a purpose or focus, perhaps by encouraging a multi-ethnic food (or music) festival that celebrates the culinary/musical heritage of Amesbury’s diverse population. 	<ul style="list-style-type: none"> ➤ Alliance 	Annual	Medium	<ul style="list-style-type: none"> ➤ Celebrates culture ➤ Community events 	<ul style="list-style-type: none"> ➤ Alliance 	
HCR-3.1.8	<ul style="list-style-type: none"> ➤ Support efforts to establish an Amesbury Heritage Center/Museum in the Upper Miliard. 	<ul style="list-style-type: none"> ➤ AT ➤ HC ➤ Alliance ➤ OCED 	Immediate	High	<ul style="list-style-type: none"> ➤ Central Community focal point ➤ Tourist amenity ➤ Awareness of cultural and historic influences 	<ul style="list-style-type: none"> ➤ ENHA – Partnership Grant Program 	
HCR-3.1.9	<ul style="list-style-type: none"> ➤ Hold an annual festival (independently, or incorporated into something else such as Amesbury Days or Woodsom Farm Festival) that celebrates the “heritage arts and crafts,” especially those that played a role in Amesbury’s history. 	<ul style="list-style-type: none"> ➤ Alliance ➤ MO ➤ CC ➤ Artists ➤ Network 	Annual	Medium	<ul style="list-style-type: none"> ➤ Celebrates culture ➤ Community events 	<ul style="list-style-type: none"> ➤ Merrimack Valley Preservation Group, Inc. ➤ Mass. CC 	

Number	Goal	Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources	
HCR-3.2	Promote local arts and cultural resources to reinforce the importance of personal expression and enrichment.						
HCR-3.2.1	➤ Encourage the creation of an Amesbury Art Association dedicated to mounting events, exhibits, and activities that promote greater cultural awareness and enrichment for the community.	➤ Artists ➤ CC ➤ Artists' Network	Near Term Ongoing	Medium	➤ Generates cultural awareness ➤ Networking ➤ Community building	➤ Mass. CC	
HCR-3.2.2	➤ Encourage the public schools to adopt an arts-based curriculum to broaden its extracurricular arts programs to enhance critical thinking skills and provide opportunities for enrichment.	➤ MO ➤ SC ➤ School Officials and Teachers	Near Term	Medium	➤ Generates cultural awareness ➤ Alternative education resources.	➤ School Funding ➤ Course fees ➤ Grants ➤ Volunteer Efforts	
HCR-3.2.3	➤ Encourage better interaction between AHS and Whittier (perhaps through partial "choicing in" for specific subjects, such as fashion design, culinary arts, computer technology, and high-tech "trades" etc.)	➤ AHS ➤ Whittier	Near Term	Medium	➤ Generates cultural awareness ➤ Alternative education resources.	➤ School Funding ➤ Course fees ➤ Grants ➤ Volunteer Efforts	
HCR-3.2.4	➤ Revise the high school curriculum to include a "track" for arts/humanities oriented students, rather than the current generic system of "honors," "college prep," etc.	➤ SC ➤ Curriculum Director	Near Term	Medium	➤ Generates cultural awareness ➤ Alternative education resources.	➤ School Funding ➤ Course fees ➤ Grants ➤ Volunteer Efforts	
HCR-3.2.5	➤ Encourage the use of our public school facilities for life-long learning opportunities for all residents, especially for courses for creative expression and personal enrichment (dance, pottery, painting, fiber arts, languages, etc)	➤ MO ➤ SC	Near Term	Medium	➤ Generates cultural awareness ➤ Alternative education resources.	➤ Course fees ➤ Grants ➤ Volunteer Efforts	
HCR-3.2.6	➤ Expand/change the role of "Youth Director" to that of "Community Director, to facilitate the above effort.	➤ MO	Near Term	Medium		➤ General Fund	

Number	Goal	Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.				
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources
HCR-3.2.7	► Create a corps of artist volunteers to work in the schools to ensure that school artistic efforts are implemented, regardless of budget cuts or economic flux.	► Art Association ► CC ► OCED ► PTA/	Ongoing	Low	▲	▲ Volunteer Efforts

Housing Element

Number	Goal	Preliminary Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
H-1 Provide and maintain economically diverse housing while meeting the State's Chapter 40B requirements.							
H-1.1	Meet the Chapter 40B ten percent affordable housing criteria (150 to 200 additional certified units) by 2009.	▲ Explore methods to provide incentives in the form of tax relief, grants, low interest loans and/or technical assistance for property owners willing to create new qualified affordable units within their existing single family residences	▲ OCED ▲ MO ▲ CFO	Immediate	High	▲ Increased investment in affordable housing	▲ Staff time ▲ General Fund ▲ CDBG ▲ DHCD ▲ NSHC
H-1.1.1	► Explore means (such as offering density bonuses to developers) of supporting higher density cluster developments which include a substantial affordable housing component.	▲ OCED ▲ PB ▲ Assessor	Near Term	Low	▲ Increased investment in affordable housing	▲ Staff time	
H-1.1.2	► Pass and support an inclusionary housing requirement for zoning bylaws which require 25% of housing units within all developments be dedicated as affordable housing.	▲ OCED ▲ PB ▲ MO ▲ City Atty	Near Term	Low	▲ Increased investment in affordable housing	▲ Staff time	
H-1.2	Maintain 10 percent of Amesbury's housing stock as affordable units in perpetuity.						
H-1.2.1	► Study the feasibility of developing Town policies which encourage cooperative arrangements with the development community aimed at creating 40B projects in suitable locations ("friendly 40Bs").	▲ OCED ▲ PB	Near Term Ongoing	Low	▲ Increased investment in affordable housing	▲ Staff time	
H-1.2.2	► Explore methods to provide incentives for private property owners to provide affordable housing ("informal 40Bs").	▲ OCED ▲ PB ▲ Assessor	Near Term Ongoing	Low	▲ Increased investment in affordable housing	▲ Staff time ▲ CPA ▲ Tax relief ▲ Grants ▲ Low interest loans ▲ Technical assistance	

Number	Goal	Preliminary Strategies/Actions						Potential Community Benefits	Potential Funding Sources
	H-1	Provide and maintain economically diverse housing while meeting the State's Chapter 40B requirements.							
		Responsible Party	Time Frame	Potential Costs					
H-1.2.3	► Market the Town's goal to satisfy 40B requirements, so that the Town can play a direct role to ensure that affordable housing is provided in suitable locations, and that 40B developments are transparent to any neighborhood where developed.	▲ OCED ▲ MO ▲ PB	Near Term	Low	▲	Increased investment in affordable housing	▲	Staff time	
H-1.2.4	► Solicit community support for institution of the Community Preservation Act to provide resources for development and maintenance of new affordable housing units and programs.	▲ OCED ▲ MO	Immediate	Low	▲	Increased investment in affordable housing	▲	General Fund	
H-1.2.5	► Study the feasibility of modifying the Town's tax title taking structure to allow the Town the ability to dedicate those properties to permanent affordable housing.	▲ CFO ▲ HA ▲ Assessor ▲ City Atty	Near Term	Low	▲	Increased investment in affordable housing	▲	Staff time	
H-1.3	Address the needs of a significant number of households who are potentially at risk in their ability to afford quality housing in Amesbury.								
H-1.3.1	► Identify and encourage the reuse of underutilized buildings and land parcels, especially along the Route 110 corridor, for the purpose of creating additional housing, for both affordable as well as market rate units.	▲ OCED	Near Term	Low	▲	Increased investment in affordable housing	▲ ▲ ▲ ▲ ▲ ▲	Staff time Tax relief, Grants Low interest loans Technical assistance	
H-1.3.2	► Explore possible incentives for property owners and developers to reuse and redevelop underutilized properties.	▲ OCED	Near Term	Low	▲	Increased investment in affordable housing	▲ ▲ ▲ ▲ ▲	Staff time Tax relief, Grants Low interest loans Technical assistance	
H-1.3.3	► Study which demographic groups are most in need of housing and/or housing assistance, for example, the elderly, first time home buyers, very low and low income residents, single parent families, and the disabled.	▲ OCED	Ongoing	Low	▲	Increased investment in affordable housing	▲ ▲ ▲	Staff time Interns NSHC	

Number	Goal					
	Preliminary Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources
H-2 Promote a mixed-use environment in the downtown area to ensure a vibrant community during the day, evening and on weekends.						
H-2.1	Encourage and foster "mixed use" zoning in the downtown area encompassing both commercial and residential components. <i>See also Land Use Goal 2.</i>					
H-2.1.1	➤ Study the feasibility of additional mixed-use developments in and around the downtown and other selected areas such as along Macy Street/Route 110.	▲ OCED Alliance ▲ PB	Ongoing	Low	➤ Revitalization, reuse and redevelopment Sustainability	➤ Staff time
H-2.1.2	➤ Examine increasing allowable density of development to assure economic viability for mixed-use projects.	▲ OCED Alliance ▲ PB	Mid-Term	Low	➤ Revitalization, reuse and redevelopment Sustainability	➤ Staff time
H-2.1.3	➤ Explore redeveloping older, low-density properties with higher-density uses that maintain and enhance the "look and feel" of the downtown area.	▲ OCED Alliance ▲ PB ▲ DRC	Mid-Term	Low	➤ Revitalization, reuse and redevelopment Sustainability	➤ Staff time
H-2.1.4	➤ Study which commercial and residential establishments will succeed together.	▲ OCED	Near Term	Low	➤ Sustainable development patterns ➤ Compatible land uses	➤ Staff time Interns

Number	Goal					
	Preliminary Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources
H-3 Encourage and maintain an assorted mix of housing types in various locations throughout the Town by supporting development that provides for households of all income levels.						
H-3.1	Ensure a wide range of housing types to provide different housing options for a diverse mix of lifestyles and household incomes.					
H-3.1.1	➤ Identify appropriate areas to increase the number of rental units that meet the current and future needs of Amesbury residents, including non-family households, singles and the elderly.	▲ OCED	Ongoing	Low	➤ Provides a range of housing types for diverse households and income levels	➤ Staff time
H-3.1.2	➤ Stabilize the cost of taxes and maintenance in order to better maintain the inventory of affordable units.	▲ MO Assessor	Ongoing	Low	➤ Ensures affordability	➤ General Fund

Number	Goal	Encourage and maintain an assorted mix of housing types in various locations throughout the Town by supporting development that provides for households of all income levels.				
	Preliminary Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
H-3.1.3	<ul style="list-style-type: none"> ➤ Study the prospect of creating planned neighborhood developments that incorporate a range of housing types such as rental units, multi-family homes, single-family homes and condominiums available for a variety of income levels. 	➤ OCED	Ongoing	Low	➤ Provides a range of housing types for diverse households and income levels	➤ Staff time
H-3.1.4	<ul style="list-style-type: none"> ➤ Investigate options to discourage the number of rental units that are converted into condominium ownership each year. 	➤ OCED ➤ PB ➤ Assessor ➤ MO	Near Term	Low	➤ Provides a range of housing types for diverse households and income levels ➤ Ensures affordable housing options	➤ Staff time
H-3.1.5	<ul style="list-style-type: none"> ➤ Work with appropriate agencies to support buildings (and/or homes) that are energy efficient and "green". 	➤ OCED ➤ PB	Ongoing	Low	➤ Sustainability	➤ Staff time ➤ Volunteers ➤ US Green Building Council
H-3.2	Encourage all developments to include affordable housing to ensure it will continue to be well integrated throughout the community.					
H-3.2.1	<ul style="list-style-type: none"> ➤ Utilize the existing flexible zoning code to foster mixed-income projects. 	➤ OCED ➤ PB	Ongoing	Low	➤ Provides a range of housing types for diverse households and income levels ➤ Ensures affordable housing options	➤ Staff time
H-3.2.2	<ul style="list-style-type: none"> ➤ Remove unnecessary barriers to future developments/ developers that recognize and tangibly address the need for affordable housing in their plans. 	➤ OCED ➤ PB ➤ MO	Near Term	Low	➤ Ensures affordable housing options	➤ Staff time
H-3.3	Support the establishment of nonprofit entities that promote affordable housing.					
H-3.3.1	<ul style="list-style-type: none"> ➤ Work with non profit organizations, such as Habitat for Humanity, in the effort to supply and maintain affordable housing. 	➤ OCED ➤ MO	Near Term Ongoing	Low	➤ Provides a range of housing types for diverse households and income levels ➤ Ensures affordable housing options	➤ Staff time

Number	Goal
H-3	Encourage and maintain an assorted mix of housing types in various locations throughout the Town by supporting development that provides for households of all income levels.
	Preliminary Strategies/Actions
H-3.2	<ul style="list-style-type: none"> ➤ Allow priority in issuance of permits to mixed-income projects that include affordable housing.
H-3.3	<ul style="list-style-type: none"> ➤ Explore the possibility of establishing a community land trust or a community development corporation for the purpose of acquiring and holding and/or developing properties for permanent affordable housing.

Number	Goal
H-4	Ensure fair housing opportunities throughout the town.
	Preliminary Strategies/Actions
H-4.1	<ul style="list-style-type: none"> ➤ Work with Independent Living Center to ensure accessible housing for disabled adults.
H-4.1.1	<ul style="list-style-type: none"> ➤ Provide fair housing counseling to landlords.
H-4.1.2	<ul style="list-style-type: none"> ➤ Determine services needed for populations with special needs.
H-4.1.3	<ul style="list-style-type: none"> ➤ Work with MA Department of Mental Retardation and Department of Mental Health to assist in placement of individuals in supportive housing, group homes, independent living, or other care.
H-4.1.4	<ul style="list-style-type: none"> ➤ Market the Town's Get the Lead Out Program to encourage landlords to abate lead-based paint from their properties.
H-4.1.5	<ul style="list-style-type: none"> ➤ Utilize Community Development Block Grant funds through Town's housing rehabilitation program to remove architectural barriers and to create supportive housing units.

Economic Development Element

Number	Goal	Strategies/Actions					Potential Community Benefits	Potential Funding Sources
	ED-1	Promote Amesbury as an attractive, supportive and business friendly community.						
		Responsible Party	Time Frame	Potential Costs				
ED-1.1	Facilitate and foster a supportive environment for small, home-based, and startup businesses.							
ED-1.1.1	➤ Develop continually updated written guides to assist early-stage businesses by providing information about local permitting processes, local business-to-business contacts, and business development opportunities.	➤ OCED Alliance	Near Term	Low	➤ Greater business longevity Increased sales and employment Jobs Tax Revenue	➤ Leverage existing sources Volunteers Donated printing		
ED-1.1.2	➤ Provide for and broaden access to volunteer business counseling and training services through local business groups.	➤ Alliance	Ongoing	Low	➤ Less turnover Higher success rate Increased sales and employment Jobs Tax Revenue	➤ Volunteers Alliance		
ED-1.1.3	➤ Provide staff support within the Office of Community and Economic Development to provide technical support and resources to small, home-based, and startup businesses, including guidance in the local permitting process.	➤ MO OCED	Near Term	Medium	➤ Jobs Tax Revenue	➤ General Fund Grant sources: SBA, EDA Community Capital		
ED-1.1.4	➤ Continue the community practice of holding regular small business networking sessions, making the opportunities continually more inclusive and useful to participants.	➤ Alliance	Ongoing	Low	➤ Increased sales Jobs Tax Revenue	➤ Alliance		
ED-1.1.5	➤ Explore the feasibility of devoting space and support to an incubator business center to nurture startup firms.	➤ OCED Alliance	Mid-Term	Low-Medium	➤ Increased employment Jobs Tax Revenue	➤ Grants – SBA, Colleges Venture capital firms Developers		

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources
ED-1	Promote Amesbury as an attractive, supportive and business friendly community.						
ED-1.2	Retain the diversity of local employers while meeting the employment needs of the business community and local residents.	► Survey existing businesses to determine their workforce needs and the qualifications needed for those positions.	▲ Alliance	Near Term (annual)	Low	▲ Critical data Jobs Proactivity	▲ Existing budget Volunteers Donated resources
ED-1.2.1		► Develop a report that details the skills and qualifications of resident workforce that can serve as a marketing tool for prospective commercial and industrial prospects.	▲ OCED Alliance	Near Term	Low to Medium	▲ Critical data Jobs Tax Revenue Proactivity	▲ Staff time Interns/ Class project Grants (DOL)
ED-1.2.2		► Sponsor a career day in the middle school and high schools closely coordinated with local business needs, emphasizing existing local jobs, and the skills needed to get those jobs.	▲ SC Alliance OCED	Ongoing	Low	▲ Increase employment opportunities Community Amenities	▲ General Fund Staff Time
ED-1.2.3		► Develop school curricula that provide students with the qualifications needed to work at local businesses, possibly including a work study or apprenticeship program linked to local commercial and industrial employers.	▲ SC Alliance OCED	Mid-Term	Low	▲ Increase employment opportunities Community Amenities	▲ General Fund Staff Time
ED-1.2.4		► Provide convenient access and support to local adult education programs that provide basic literacy skills and career retraining, coordinating local initiatives such as the Amesbury Learning and Literacy Partnership, with regional educational resources, such as community colleges and nearby universities.	▲ Library OCED Alliance SC MO ALLP	Ongoing	Low	▲ Increase employment opportunities Community Amenities	▲ General Fund Grants Staff Time
ED-1.3		► Encourage a climate of positive collaboration between the Town and the Alliance for Amesbury and other organizations that contribute to economic development.					
ED-1.3.1		► Promote inclusive membership practices and public participation in the Alliance for Amesbury.	▲ Alliance OCED MO	Ongoing	Low	▲ Increased involvement and business support activity	▲ General Fund
ED-1.3.2		► Ensure that the Alliance and OCED have adequate and coordinated staffing support in place to provide community liaisons to provide business development resources for new and existing businesses of all sizes.	▲ Alliance OCED MO	Near Term	Low to Medium	▲ Community Capital Efficiency Effectiveness	▲ General Fund

Number	Goal	Strategies/Actions					Potential Benefits	Potential Community Benefits	Potential Funding Sources
		Responsible Party	Time Frame	Potential Costs					
ED-1.3.3	► Support continual assessment and reevaluation of the Alliance's performance and relationship with the Town.	▲ ▲ ▲ OCED MO	Ongoing	Low	▲ ▲ ▲ ▲ ▲	Tax Revenue Efficiency Effectiveness Community Capital Accountability	▲	General Fund	
ED-1.3.4	► Encourage the formation of diverse business and cultural groups to advocate their unique goals before policy makers and the community as a whole.	▲ OCED CC	Near Term	Low	▲	Community Capital	▲	General Fund	
ED-1.3.5	► Encourage coordination between local and regional business organizations.	▲ ▲ OCED	Ongoing	Low	▲	Increased activity	▲	General Fund	

Number	Goal	Strategies/Actions					Potential Benefits	Potential Community Benefits	Potential Funding Sources
		Responsible Party	Time Frame	Potential Costs					
ED-2	Continue to create opportunities for business development and job creation initiatives.								
ED-2.1	Promote further downtown revitalization through mixed uses, adaptive reuse of older buildings, and coordinated cultural programming.	▲ ▲ ▲ OCED Alliance CC MO	Ongoing	Low	▲ ▲ ▲ ▲ ▲	Tax Revenue Revitalization Community Capital Community Amenities Preservation Sustainability Jobs	▲	General Fund	
ED-2.1.1	► Encourage viable retail and service uses along with crafts and arts-related activities to enhance the downtown's vibrancy and livability.								
ED-2.1.2	► Prioritize the assistance of downtown mixed-use developments that make use of existing infrastructure.	▲ ▲ ▲ OCED MO Alliance	Ongoing	Low	▲ ▲ ▲ ▲ ▲	Tax Revenue Revitalization Community Capital Community Amenities Preservation Sustainability Jobs Affordable Housing	▲	General Fund	

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
ED-2 Continue to create opportunities for business development and job creation initiatives.							
ED-2.1.3	► Adopt a comprehensive approach to cultural resources and promotion, as described in ED-3, as a downtown redevelopment strategy.	▲ OCED ▲ MO ▲ CC	Near Term	Low	▲ Tax Revenue ▲ Revitalization ▲ Community Capital ▲ Community Amenities ▲ Preservation ▲ Sustainability ▲ Jobs	▲ General Fund	
ED-2.1.4	► Identify attractions that will create necessary ‘foot traffic’ to support existing downtown businesses, including frequent events at the Millyard Amphitheater, events at Town Park, and promoting athletic tournaments at playing fields to bring more people downtown on evenings and weekends.	▲ OCED ▲ Alliance	Ongoing	Low	▲ Revitalization ▲ Economic Development ▲ Community Gathering	▲ Staff Time ▲ Alliance ▲ General Fund	
ED-2.2	Encourage appropriate mixed-use development projects on previously identified potential sites in order to grow Amesbury’s employment and tax base. <i>See also Land Use Goals 1 and 3.</i>						
ED-2.2.1	► Give a primary focus to promoting downtown redevelopment, including in-fill sites and through the identification of mill buildings and existing structures that could be developed specifically for cultural, commercial and residential uses.	▲ OCED ▲ Alliance ▲ MO	Ongoing	Low	▲ Tax Revenue ▲ Revitalization ▲ Community Capital ▲ Community Amenities ▲ Preservation ▲ Sustainability ▲ Jobs ▲ Affordable Housing	▲ General Fund ▲ Staff Time ▲ Private investment	
ED-2.2.2	► Pursue and promote development in the vicinity of the Terrasphere Project, including the Route 150 Gateway and Hunt Road areas.	▲ OCED ▲ Alliance ▲ MO	Ongoing	Low	Jobs Tax Revenue Affordable Housing	General Fund Private investment	
ED-2.2.3	► Conduct a study to assess the full range of conceptual development alternatives for the “Golden Triangle,” all to include a single access road and a coordinated and integrated development theme, with the goal of marketing the development opportunity to a master developer.	▲ OCED ▲ Alliance ▲ MO	Mid-Term	Medium	Jobs Tax Revenue Proactivity	General Fund State/federal grants	

Number	Goal
ED-2 Continue to create opportunities for business development and job creation initiatives.	
	Strategies/Actions
ED-2.3	<ul style="list-style-type: none"> ➤ Implement a focused business Retention and Expansion (R&E) strategy for the downtown
ED-2.3.1	<ul style="list-style-type: none"> ➤ Create a permanent R&E committee to oversee and implement the plans
ED-2.3.2	<ul style="list-style-type: none"> ➤ Carry out the recommendations of the 1999 Downtown Technical Assistance Report regarding business retention, and recruitment

Number	Goal
ED-3 Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.	
	Strategies/Actions
ED-3.1	<ul style="list-style-type: none"> Establish a central yet collaborative program for promoting the culture and arts in Amesbury.
ED-3.1.1	<ul style="list-style-type: none"> ➤ Provide staff support within the Office of Community and Economic Development to officially represent Amesbury's arts/cultural community, for raising funds for cultural programs and promotion and for strengthening connections between existing arts/cultural organizations, the business community, government agencies, and local residents.
ED-3.1.2	<ul style="list-style-type: none"> ➤ Develop a comprehensive marketing plan for the town that leverages and enhances the seasonal influx of tourists and regional visitors to Amesbury for agricultural-related activities.

Number	Goal	Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.							
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources			
ED-3.1.3	► Establish a comprehensive arts/culture marketing plan, including a website and/or videos, listing resources and containing a database of local and regional organizations, artisans, trades people, and projects.	▲ OCED ▲ MO ▲ CC	Near Term	Low	▲ Tax Revenue ▲ Revitalization ▲ Community Capital ▲ Community Amenities ▲ Preservation ▲ Sustainability Jobs	▲ General Fund ▲ Grants ▲ Staff Time ▲ MCC ▲ ENHC			
ED-3.1.4	► Build collaborative relationships between the Amesbury Cultural Council, the Massachusetts Cultural Council, the National Endowment for the Arts, and other arts/cultural institutions to position Amesbury as a target community for cultural development.	▲ OCED	Near Term Ongoing	Low	▲ Revenue ▲ Revitalization ▲ Community Capital ▲ Community Amenities ▲ Preservation ▲ Sustainability Jobs	▲ General Fund ▲ Staff Time			
ED-3.1.5	► Coordinate and strengthen ties between cultural businesses and activities in Amesbury and the public school system's arts, crafts, and culture curriculums.	▲ SC ▲ OCED	Ongoing	Low	▲ Proactivity ▲ Community Amenities ▲ Community Capital	▲ General Fund ▲ Staff Time			
ED-3.1.7	► Create an arts/culture incentive program through the Office of Community and Economic Development to help obtain and distribute grants to cultural organizations, individuals, and businesses, and to encourage arts related and agricultural businesses to move to Amesbury.	▲ OCED	Near Term	Low	▲ Revenue Jobs Community Capital Sustainability Revitalization	▲ General Fund ▲ CDBG ▲ Staff Time			
ED-3.1.8	► Establish a program to recognize the efforts and achievements of arts/cultural organizations and individuals who have made significant contributions to the social fabric of the community.	▲ OCED ▲ CC	Near Term	Low	▲ Community Capital	▲ General Fund			
ED-3.2	Develop a comprehensive portfolio of data highlighting Amesbury's historic and current cultural resources and make this portfolio easily accessible to and usable by a large audience, including marketers, planners, and buyers.				This portfolio easily accessible to and usable by a large audience, including marketers, planners, and buyers.				
ED-3.2.1	► Conduct a comprehensive survey of Amesbury's existing cultural resources and businesses as a marketing and planning tool.	▲ OCED ▲ Alliance	Near Term	Low	▲ Community Capital ▲ Preservation Community Amenities Revitalization	▲ Volunteers ▲ Staff Time			

Number	Goal	Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Community Benefits	Potential Funding Sources
ED-3.2.2	► Design a 'cultural map' of Amesbury's downtown and surrounding areas, marking out key sites for a potential 'arts/culture district' and supporting businesses.	▲ OCED	Near Term	Low to Medium	Community Capital Preservation Community Amenities Revitalization Jobs Revenues	Community Capital Preservation Community Amenities Revitalization Jobs Revenues	Grants Volunteers Purchased Services Staff Time
ED-3.2.3	► Create a research document outlining Amesbury's cultural history including trades, industries, agriculture and arts.	▲ OCED	Near Term	Low	Community Capital Preservation Community Amenities	Community Capital Preservation Community Amenities	Volunteers Staff Time Donated printing
ED-3.3	Support the use of public and private space in Amesbury for cultural and arts-related purposes						
ED-3.3.1	► Formally designate and name arts district(s), which should be areas with studios and galleries, or have buildings of significant architectural features or landscapes, and incorporate well-lit pedestrian access, to correspond to the cultural map.	▲ ▲ ▲ OCED MO PB	Near Term	Low to Medium	Community Capital Preservation Community Amenities Revitalization Jobs Revenues	Community Capital Preservation Community Amenities Revitalization Jobs Revenues	General Fund Grants
ED 3.3.2	► Develop a signage plan to direct people to arts districts, coordinated with any way-finding signage plan directing visitors to parking	▲ ▲ ▲ ▲ OCED Alliance MO DPW	Near Term	Medium	Efficiency Community Capital	Community Capital	General Fund Grants
ED-3.3.3	► Enhance public access and use of existing public spaces for cultural programming and special events, including the Millyard, Market Square, the downtown business district, Town Hall, and the public schools.	▲ ▲ ▲ OCED Alliance SC	Near Term	Low	Community Amenities Preservation Revitalization Community Capital	Community Amenities Preservation Revitalization Community Capital	General Fund

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources
ED-4 Position Amesbury to take advantage of business expansion and growth opportunities							
ED-4.1	Provide mechanisms to monitor economic trends and to promote the incorporation of those trends into the Town's economic development initiatives.	➤ Analyze and review economic data and trend indicators to inform economic development efforts in the future, including relevant comparisons with national, state, and regional data and trends.	➤ OCED Alliance	Ongoing	Low to Medium	Critical data Proactivity Efficiency Jobs Revenues Effectiveness	General fund Alliance
ED-4.1.1	➤ Create a comprehensive economic marketing program for Amesbury under the auspices of the Economic Development Director that incorporates all regional data and trend indicators, development action plans, the resident workforce report, the business employment needs survey, the small business guidance, and the cultural assessment and promotion efforts.	➤ OCED	Mid-Term	Medium	Critical data Proactivity Efficiency Jobs Revenues Effectiveness	General fund State or Federal grants Staff Time	General fund
ED-4.2	Provide a full complement of local development tools to attract and plan for economic development opportunities. <i>See also Land Use Goal 4</i>						
ED-4.2.1	➤ Draft a tax increment financing policy for Amesbury, outlining criteria that reflect the Master Plan's long-term community vision for offering tax incentives to businesses during the first five years of development or 75% of project build-out.	➤ OCED MO CFO Assessor	Near Term	Medium	Critical data Legislation	General fund State/Federal grants	General fund
ED-4.2.2	➤ As an indicator of where town resources/finances and legislative acts and ordinances are heading, incorporate into the annual Town Report a section on business development initiatives, additional needs, and the benefits of these initiatives to the community.	➤ OCED MO	Annual	Low	Revenues Community Capital Accountability	Internal Budget	State/Federal grants

Public Facilities and Infrastructure Element

Number	Goal	Strategies/Actions					Potential Benefits	Potential Funding Sources
	PFI-1 Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.	Responsible Party	Time Frame	Potential Costs				
PFI-1.1	Protect outlying areas and critical natural resource areas from unmanaged growth by ensuring provisions of infrastructure are sufficiently dealt with. See also <i>Land Use, Goal 3 and Natural Resources, Goal 2</i>							
PFI-1.1.1	► Limit demands for additional/future growth and development in outlying areas to only those areas with adequate provisions of infrastructure.	DPW OCED PB	Ongoing	Low	▲ Controlled Growth ▲ Sustainability	▲	Staff Time	
PFI-1.1.2	► Strengthen local development bylaws to protect natural resources by incorporating new state and federal environmental regulations.	DPW OCED PB	Near Term	Low	▲ Increased resource area protection	▲	Staff Time	
PFI-1.1.3	► Evaluate all existing ordinances to ensure compliance with National Pollutant Discharge Elimination System Phase II for regulations regarding construction site runoff, illegal discharges into the storm drain system, and long-term maintenance of sites after they have been constructed.	DPW OCED PB	Near Term	Low	▲ Improved Water Quality Protection ▲ Reduced storm drain maintenance costs	▲	Stormwater enterprise fund	
PFI-1.2	Provide all departments with an updated operational Watershed Management Plan for public water supply quantity management.							
PFI-1.2.1	► Update the 1999 Water Management Plan to reflect 2003 conditions and the future results of modeling. Institute an annual review and update schedule for the Plan.	DPW	Annual	Low to Medium	▲ Protection of water supply for quality and volume	▲	Staff Time Water Bills	
PFI-1.2.2	► Form a Watershed Management Team that includes individuals from various departments and groups that may comment on, and assist, in the implementation of the Plan.	DPW MO OCED	Ongoing	Low to Medium	▲ Protection of water supply for quality and volume	▲	Staff Time	
PFI-1.2.3	► After the Management Plan has been revisited and updated, prepare operational guidelines, which may then be used in the overall Town-wide Water Management Plan.	DPW	Annual	Low	▲ Improved Water Supply Management and Protection	▲	Staff Time	

Number	Goal	Strategies/Actions						Potential Community Benefits			Potential Funding Sources
				Responsible Party	Time Frame	Potential Costs					
PFI-1	Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.										
PFI-1.3	Prepare and implement a written policy for dam inspections, maintenance and repair. Educate staff on all aspects of dam operation and requirements as it applies to the Water Management Plan.	➤ Conduct permanent repairs and continued detailed inspections with proper maintenance of the wier at Newton Road.	➤ DPW	Immediate	Medium	➤ Protection of the Water Supply /Distribution System	➤	➤	➤	Staff Time General Fund Water Bills	
PFI-1.3.1											
PFI-1.3.2	Compile a complete file for each water control structure that can be used for developing a database of existing conditions, operating procedures, inspection reports, repairs completed, complaints, operational problems.	➤ DPW	Annual	Medium	➤ Improved efficiency of water system management Asset management Capital planning	➤	➤	➤	➤	Staff Time General Fund Water Bills	
PFI-1.3.3	Review Lake Gardner Dam Operation and Maintenance Manual for sections that may be applicable to other Dams in the Town. Develop a minimum standard for Operation and Maintenance procedures for all water control structures.	➤ DPW	Near Term	Low	➤ Better Dam Inspection and Maintenance requirements Lower maintenance costs	➤	➤	➤	➤	Staff Time General Fund Water Bills	
PFI-1.4	Prepare a Facilities Plan for the Water Supply System that details existing water supply needs, future expected needs, and Water Treatment Plant upgrade requirements.										
PFI-1.4.1	➤ Complete the evaluation of the Water Treatment Plant to identify deficiencies modifications to comply with Federal regulations; and prepare cost estimates for upgrades.	➤ DPW	Immediate	Medium	➤ Improved efficiency of water system management Asset management Capital planning	➤	➤	➤	➤	Staff Time General Fund Water Bills	

Number	Goal	Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources	
PFI-1	Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.						
PFI-1.5	Develop a policy for addressing water quality concerns backed up by procedures for implementing water quality protection efforts.						
PFI-1.5.1	► Work with the Merrimack River Watershed and Powow River Watershed groups to prioritize concerns and share resources for pollution prevention in the watershed and prepare a definitive Action Plan to address them.	► DPW	Near Term	Low	► Water Quality Improvement and Protection	► DEP 319 Grants Merrimack River Watershed Council	
PFI-1.5.2	► Continue through the 5-Year Municipal Stormwater Management Plan to focus on the control of pollutants that may result from stormwater runoff. Expand stormwater education and BMP implementation in future years.	► DPW	Ongoing	Medium	► Water Quality Improvement and Protection	► Staff Time Volunteers Merrimack River Watershed Council	
PFI-1.5.3	► Gain public support through stormwater education/ involvement so they may be participants in the plan and educated about future funding needs.	► DPW	Ongoing	Low	► Water Quality Improvement and Protection	► Staff Time Volunteers Merrimack River Watershed Council	
PFI-1.5.4	► Directly address sedimentation and erosion control in the new By-Laws to be prepared in accordance with the 5-Year Municipal Stormwater Management Plan.	► DPW	Must be completed by 2008	Low	► Water Quality Protection	► Staff Time	
PFI-1.5.5	► For wellhead protection requirements, submit a copy of any existing land use controls and water supply protection measures and draft proposed changes to meet state regulations.	► DPW	Near Term	Low	► Water Quality Improvement and Protection	► Staff Time	
PFI-1.5.6	► For surface water protection requirements, develop a DEP approved protection plan that meets state regulations and develop local land use controls within Zone A.	► DPW	Near Term	Low	► Water Quality Improvement and Protection	► Staff Time	

Number	Goal	Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.					Potential Funding Sources
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits		
PFI-1.6 Develop a unified program, procedure or policy for all departments regarding storm water management in the Town to identify management requirements and funding needs in accordance with Federal EPA Regulations.							
PFI-1.6.1	➤ Develop a database management system for implementation, record keeping and ongoing operations required for the Municipal Stormwater Management program.	DPW	Near Term	Medium	➤ Efficient Stormwater System Management Less maintenance and infrastructure cost	➤ Potential Stormwater Enterprise Fund	
PFI-1.6.2	➤ Prioritize information relative to water quality control that would be most desirable on maps to develop plans for protection.	DPW	Ongoing	Low	➤ Improved Water Quality Control	➤ Staff Time	
PFI-1.6.3	➤ Prepare Town storm drain mapping and asset management databases so they are compatible and linked so maintenance records, schedules, planned improvements and reports can all be managed in a cohesive fashion.	DPW	Near Term	Medium to High	➤ Improved infrastructure management ➤ Reduced maintenance and improvement costs	➤ Staff Time General Fund	
PFI-1.6.4	➤ Evaluate and prioritize flood prone areas for improvements.	DPW	Near Term	Low	➤ Reduced flooding	➤ Staff Time	
PFI-1.6.5	➤ Evaluate the possibility/need/desire for developing a stormwater enterprise fund.	CFO MO	Near Term	Low	➤ Generates revenue to support stormwater management	➤ Staff Time	

Number	Goal	Strategies/Actions					Potential Benefits	Potential Funding Sources
	PFI-2	Encourage and sustain economic growth in commercial and industrial districts in the village center through suitable infrastructure development.						
		Responsible Party	Time Frame	Potential Costs	Potential Community Benefits			
PFI-2.1	Provide a sufficient supply and capacity of utilities and infrastructure services to meet current and future needs. <i>See also Land Use, Goal 1 and Transportation, Goal 4</i>							
PFI-2.1.1	► Prioritize needed upgrades to utility systems, improvements to streets and sidewalks, and enhancements to parks and open spaces to improve efficiency of infrastructure and maximize potential for planned growth in the village core.	DPW ENG OCED	Long Term Ongoing	Medium	More efficient utility services improvements to public areas	▲ ▲ ▲	Staff Time General Fund EOTC PWED Grants	
PFI-2.1.2	► Continue infrastructure and pedestrian improvements along Main Street, Friend Street and Market Square to areas including Elm Street, Market Street and the Lower Millyard.	DPW OCED MO Alliance	Long Term	High	Connectivity between major neighborhoods	▲ ▲ ▲ ▲	Staff Time General Fund EOTC PWED Grants Alliance	
PFI-2.1.3	► Investigate needed improvements to the electrical service to ensure adequate capacity in the downtown area.	DPW OCED	Near Term	Medium	Fewer interruptions in electric service.	▲ c	MassElectri	
PFI-2.1.4	► Extend public infrastructure to underutilized millyards, and town owned parcels determined suitable for economic development.	DPW OCED MO Alliance	Long Term	High	Potential increase in tax revenue with business development	▲ ▲ ▲ ▲	General Fund EOTC PWED Grants Alliance	
PFI-2.1.5	► Investigate alternatives for improving the public water supply system, which could include upgrading older lines and increasing the size of transmission lines from the Water Treatment Plant and Powow Hill Tank.	DPW	Near Term Ongoing	Medium to High	Increase in Water Pressure	▲ ▲ ▲ ▲	Town General Fund Water Bills	

Number	Goal	Strategies/Actions					Potential Funding Sources
	PFI-3	Provide new avenues for generating funds to help meet infrastructure development costs.					
		Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Community Benefits	Potential Funding Sources
PFI-3.1	Explore different options for ensuring improved public services and amenities.	DPW MO	Ongoing	Low	Improved efficiency of service delivery	Shared Cost with Collaborating Communities	
PFI-3.1.1	► Share service delivery costs through regional collaboration for infrastructure development.	DPW OCED PB ENG	Near Term	Low	Private funding for public improvements	Staff Time Privately Funded	
PFI-3.1.2	► Explore methods, such as access fees, that require developers to pay costs for public improvements necessary to accommodate any additional impacts or burden on infrastructure.	DPW ENG MO	Near Term	Low	Additional Revenues	Staff Time	
PFI-3.1.3	► Revisit the potential for selling water to other communities in the region during the wet season.	DPW OCED PB	Near Term	Low	Additional Revenues	Staff Time	
PFI-3.1.4	► Review all permitting fees to ensure that all costs are covered for Town review and needed improvements.	DPW OCED PB	Near Term	Low	Additional Revenues	Staff Time	
PFI-3.1.5	► Review all fee and source revenues to ensure that costs are competitive and sufficient to cover services.	DPW	Near Term	Low	Additional Revenues	Staff Time	
PFI-3.1.6	► Establish an enterprise fund or special accounts (trusts) for areas such as cultural and recreation amenities, housing, downtown parking, public improvements (water and sewer, road, sidewalks, beautification) as an alternative to waivers granted by the Planning Board.	DPW OCED PB ENG Alliance	Near Term	Low	Additional revenues for improvements	Staff Time Private Funding	
PFI-3.2	Monitor future rezoning on a town wide basis to determine the effects on public infrastructure.						
PFI-3.2.1	► Calculate the impacts on domestic water supply and sanitary sewer services with any increases or decreases in minimum lot sizes in unsewered areas of Town.	DPW OCED PB	Medium	Medium	Sufficient long-term capacity/supply	Staff Time	
PFI-3.2.2	► Monitor capacity at the Wastewater Treatment Plan as new developments are proposed.	DPW	Ongoing	Low	Sufficient long-term capacity/supply	Staff Time	

PFI-3.2.3	➤ Expand upon the Subdivision Regulations requirements for Environmental and Community Impact Analyses to include stormwater runoff impacts, sewage disposal effects on groundwater, and public service elements such as schools and solid waste disposal.	DPW OCED PB ENG	Immediate	Low to Medium	➤ Sustainability Growth Control	➤ Staff Time
PFI-3.2.4	➤ Establish and fund Best Management Practices for all infrastructure elements.	DPW PB ENG	Near Term	Medium to High	➤ Improved Services	➤ General Fund

Number	Goal	Enhance the technical and administrative capacity of municipal government to manage infrastructure development and maintenance in town.				
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
PFI-4.1	Develop new methods to coordinate the delivery of public services.		DPW PB MO ENG	Ongoing	Medium	➤ Sufficient long-term capacity
PFI-4.1.1	➤ Prepare an infrastructure management plan to prioritize needed improvements for existing infrastructure, public facilities and program funding.		DPW PB MO ENG	Immediate Annual	Low	➤ Sufficient long-term capacity ➤ Programming enhancement
PFI-4.1.2	➤ Support efforts to develop a Capital Improvement Plan to program funding on an annual basis for ongoing maintenance needs for existing facilities and to identify priorities for immediate and long-term public improvements.		DPW PB MO ENG	Ongoing	Medium	➤ Improved service delivery
PFI-4.1.3	➤ Implement technological resources that result in database management and paper reduction, and the needed training for staff, in order to provide better customer service and outreach.		DPW MO	Ongoing	Low to Medium	➤ Prioritization and potential to implement necessary repairs
PFI-4.1.4	➤ Map out utility networks to identify gaps in services and to determine which improvements are necessary to achieve the maximum return from investment.		DPW ENG	Ongoing	Low to Medium	➤ Prioritization and potential to implement necessary repairs
PFI-4.1.5	➤ Integrate utility and public service plans.		DPW	Near Term	Low to Medium	➤ Staff Time

PFI-4.1.6	➤ Review options for pavement management contracts through a greater emphasis on preventative maintenance to roadways in fair to good condition and a logical program for the rehabilitation of poor roadways.	➤ DPW	Near Term	Medium	➤ Improved street conditions ➤ Public safety	➤ Staff Time
PFI-4.2	Integrate the Public Works Department to accurately address water management issues and understand and implement water management activities and policies.					
PFI-4.2.1	➤ Reorganize Public Works related positions and consolidation into a single department.	➤ MO	Near Term Ongoing	Low	➤ Improved coordination and service delivery	➤ Staff Time
PFI-4.2.2	➤ Develop an infrastructure assessment and management procedure in an integrated database that is multi-faceted and used for assessment, evaluation for upgrades as well as operation/maintenance and record keeping functions.	➤ DPW ENG	Near Term	Medium	➤ Prioritization and potential to implement necessary repairs	➤ Staff Time

Number	Goal	Enhance the technical and administrative capacity of municipal government to manage infrastructure development and maintenance in town.				
PFI-4	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources
PFI-4.3	Provide documentation and resources to all Town departments on a regular basis.	➤ DPW	Annual	Low to Medium	➤ Improved documentation, coordination and efficiency	➤ Staff Time
PFI-4.3.1	➤ Integrate past plans and recommendations developed by the Town and consultants, and evaluate these items on a regular basis.	➤ DPW MO	Ongoing	Low	➤ Improved documentation, coordination and efficiency	➤ Staff Time
PFI-4.3.2	➤ Ensure that useful information that has been obtained is discussed and reviewed among multiple staff and department heads.	➤ DPW ENG	Ongoing	Low	➤ Improved documentation, coordination and efficiency	➤ Staff Time
PFI-4.3.3	➤ Catalogue existing studies and reports for distribution through all Town offices.	➤ DPW ENG	Ongoing	Low	➤ Improved documentation, coordination and efficiency	➤ Staff Time

Number	Goal	Support development of public facilities to meet long-term community service and educational needs.					Potential Funding Sources
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits		
PFI-5.1	Upgrade public buildings and Town Offices to provide updated facilities for improved public services.						
PFI-5.1.1	➤ Prepare a Facility Capital Plan to identify programming needs for Town departments and to address ongoing needs for maintenance and future improvements.	MO	Near Term	Medium	➤ Prioritization and potential to implement necessary maintenance and improvements	➤ Staff Time General Fund	
PFI-5.1.2	➤ Support the plans for expansion of the Library to provide enhanced services for Amesbury residents.	Library Trustees MO	Near Term	High	➤ Up-to-date structure	➤ General Fund Board of Library Commissioners Private Grants	
PFI-5.1.3	➤ Prepare a programming study of the DPW yard to define space needs to accommodate needed functions for the facility in order to facilitate relocation of the yard to a site of feasible size that has minimal impacts to adjacent uses.	MO DPW	Near Term	High	➤ Sale of property will recapture investments for relocation. Lower Miliard Revitalization.	➤ General Fund	
PFI-5.1.4	➤ Prepare a build-out analysis to project capacity and future needs and options for cemetery expansion.	DPW	Medium	Low	➤ Planning for future expansion needs.	➤ Staff Time	
PFI-5.1.5	➤ Conduct a study of school goals and operations to develop recommendations for maintaining facilities and programs in accordance with State standards, and to promote academic excellence at a level of local spending the townspeople will support.	SC MP	Medium	Medium	➤ Prioritization and potential to implement necessary maintenance and improvements.	➤ General Fund	
PFI-5.1.6	➤ Research the feasibility and funding sources to develop a recreation center with appropriate programming to provide activities for youth, families and senior citizens.	MO DPW OCED	Medium	High	➤ New community facility. Recreation amenities.	➤ Staff Time	

Number	Goal	Support development of public facilities to meet long-term community service and educational needs.					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources	
PFI-5.1.7	► Form a building committee and prepare a programming study for expansion or relocation of the Fire Department, including suitable centralized locations to ensure sufficient response times to all areas of Town.	FD ▲ ▲ MO	Near Term	High	▲ ▲ New state of the art facility. Ensure sufficient response times for public safety needs.	▲ ▲ Staff Time General Fund	
PFI-5.1.8	► Prepare a long range programming study to ensure sufficient capacity of the Police Department and Emergency Management to maintain state accreditation.	PD ▲ ▲ MO	Medium	High	▲ ▲ Planning for future expansion needs. Ensure sufficient response times for public safety needs.	▲ ▲	

Transportation Element

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
T-1	Provide a viable public transportation system that includes access to all modes of travel.						
T-1.1	Identify and respond to needs and demands by expanding public transportation services.						
T-1.1.1	► Survey the needs of the community to accommodate the current and projected transportation needs.	▲ ▲ MO OCED	MO MVRTA	Immediate Near Term	Low	Greater community input on transportation issues	General Fund Staff Time
T-1.1.2	► Explore implementation of alternative transportation services that are offered by the MVRTA, such as demand response transportation, and identify methods to expand upon services provided from the new Transportation Center in the Lower Millyard to provide improved access to regional amenities and transportation connections, especially to the MBTA services in Newburyport.	▲ ▲ MO MVRTA	MO MVRTA	Near Term	Low	Improved mobility Sustainable development	General Fund MVRTA
T-1.1.3	► Identify methods to provide enhanced pedestrian, bicycle and automobile connections from surrounding neighborhoods to the new Transportation Center.	▲ ▲ OCED PB DPW TTC NBHD MVRTA	OCED PB DPW TTC NBHD MVRTA	Immediate Near Term	Low	Improved pedestrian/bicycle mobility	General Fund Staff Time
T-1.1.4	► Implement quiet clean efficient transportation solutions i.e. electric or natural gas powered buses. This will include an investigation of measures to reduce or eliminate the ill effects of having diesel buses serve the facility.	▲ ▲ MO MVRTA	MO MVRTA	Immediate Near Term	High	Reduced Congestion Cleaner Air Improved health	MVRTA
T-1.1.5	► Continue regularly scheduled communications with the Merrimack Valley Regional Transit Authority (MVRTA) to review service needs and problems, and identify methods to collaborate on providing enhanced transit services.	▲ MO	Ongoing	Low		Improved mobility	Staff Time
T-1.1.6	► Involve the MVRTA in site plan review for major development projects to identify the potential for connections to transit services.	▲ ▲ OCED PB MVRTA	MO OCED PB MVRTA	Immediate	Low	Improved mobility	Staff Time

Number	Goal	Strategies/Actions					
	T-1	Provide a viable public transportation system that includes access to all modes of travel.					
		Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources	
T-1.1.7	► Monitor and plan for additional locations, as warranted, in Town that could serve as transit hubs in different neighborhoods in outlying areas, and work with MVRTA to provide amenities such as shelters, bike racks, park-n-ride lots and other services at these locations.	▲ MO ▲ OCED ▲ PB ▲ MVRTA	Near Term	Low	► Improved mobility	▲ Staff Time	
T-1.1.9	► Ensure that handicapped-accessibility is incorporated.	▲ PB ▲ MVRTA	Ongoing	Low	► Accessible transportation facilities	▲ Staff Time ▲ MVRTA	

Number	Goal	Strategies/Actions					
	T-2	Incorporate safe and attractive “gateways” into downtown Amesbury.					
		Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources	
T-2.1	Maintain or improve Amesbury’s “gateway” roadways to improve aesthetic qualities, safety conditions and traffic operations. The “gateway” roadways include Route 110, Route 150, Elm Street, Friend Street, and South Hampton Road.	▲ DPW ▲ ENG	Immediate Near Term	Low/ Medium	► Enhanced gateways to Downtown	▲ General Fund ▲ Staff Time	
T-2.1.1	► Implement the Route 150 and Elm Street projects currently under design and ensure that they are consistent with the Master Plan guidelines.	▲ OCED ▲ ENG ▲ MO ▲ NBHD	Near Term	Medium	► Enhanced gateways to Downtown	▲ General Fund ▲ Staff Time	
T-2.1.2	► Develop improvement projects for other “gateway” roadways as determined to be necessary by residents and local officials.						
T-2.2	Use gateway treatments (traffic calming measures) to alert motorists that they are entering neighborhoods or areas with high levels of pedestrian activity where responsible driving is necessary.						
T-2.2.1	► Identify areas where medians, signage, banners, landscape treatments or other urban design elements could be incorporated to alert drivers they are entering neighborhood or commercial districts.	▲ DPW ▲ NBHD ▲ TTC ▲ CC	Immediate Near Term	Low	► Enhanced community aesthetics ► Traffic Calming	▲ General Fund	
T-2.2.2	► Utilize gateway treatments to announce and promote the unique character of the downtown area or individual neighborhoods. Incorporate historic or cultural elements into signage, landscape or sculpture to reinforce this identity.	▲ DPW ▲ NBHD ▲ OCED ▲ NBHD	Near Term Ongoing	Various	► Enhanced community Aesthetics	▲ General Fund ▲ MHD	

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Benefits	Potential Funding Sources
T-3 Provide community sensitive roadway design policies that promote safe and peaceful neighborhoods.							
T-3.1	Investigate options to reduce the speed, noise, and volume of traffic on Amesbury's neighborhood roads.	► Identify and prioritize areas where traffic volumes and speeds are a key concern for neighborhood residents.	NBHD TTC MVPC Police	Immediate	Low	Reduced vehicle speed, volume, noise Increased pedestrian safety	General Fund Staff Time
T-3.1.1		► Increase enforcement of traffic regulations at problem areas and consider restrictions such as "resident-only access" or "time-restricted access" as in many cities, including Cambridge, Massachusetts	Police DPW ENG TTC	Immediate	Low	Reduced vehicle speed, volume, noise Increased pedestrian safety	General Fund Staff Time
T-3.1.2		► Review the state's Traffic Calming Guidelines as well as the solutions and techniques of cities and communities that have implemented Traffic Calming Measures and adopt appropriate measures to control traffic speeds along residential collector and minor arterial roadways.	DPW Police ENG TTC	Immediate Near Term	Low	Quieter	General Fund Staff Time
T-3.1.3		► Consider time restrictions for large trucking activities in residential areas.	DPW Police OCED MVPC	Near Term	Low	Assignment of heavy vehicles to appropriate Town roadways	General Fund Staff Time
T-3.1.4		► Establish and enforce noise ordinances for cars, trucks, motorcycles, audio systems.	Police TTC CC	Immediate Near Term	Low	Reduced noise levels in community	General Fund Staff Time
T-3.1.5		► Implement appropriate mitigation measures to address highway noise (I-495 and I-95) in neighborhoods.	DPW MHD	Near Term	Medium	Quieter neighborhoods	MHD
T-3.1.6							

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
T-4	Ensure a safe environment for pedestrians and bicyclists.						
T-4.1	Provide safe and convenient connections between neighborhoods, schools, parks and open space areas, commercial areas and other resources located near the downtown area. <i>See also Public Facilities and Infrastructure Goal 2.1.</i>						
T-4.1.1	➤ Develop a policy to guide the prioritization of funding pedestrian and bicycle transportation improvements.	➤ OCED ➤ PB ➤ TTC	DPW NBHD TTC	Immediate Near Term	Low	➤ Clearly defined process to identify, evaluate and select transportation projects	➤ General Fund Staff Time
T-4.1.2	➤ Prepare an inventory of where sidewalk improvements are needed and establish a system to update this information regularly.	➤ DPW NBHD TTC	DPW NBHD TTC	Immediate Near Term	Low	➤ Improved pedestrian transportation	➤ General Fund Staff Time
T-4.1.3	➤ Identify areas where new sidewalks and pedestrian/bicycle routes are needed.	➤ DPW	DPW NBHD TTC	Immediate Near Term	Low	➤ Improved pedestrian transportation/ Safety	➤ General Fund Staff Time
T-4.1.4	➤ Provide enhanced crosswalks at key locations either through enhanced striping and signage, raised or textured surface materials.	➤ OCED ➤ MO	OCED MO	Near Term	Low to Medium	➤ Improved Pedestrian Transportation/ Safety	➤ General Fund Staff Time
T-4.1.5	➤ Seek State and alternate funding sources to assist with new or rehabilitated pedestrian and bikeway improvements.				Low	➤ Less burden on local taxes	➤ Staff Time
T-4.2	Enhance resources for bicyclists for both recreational and commuting purposes.						
T-4.2.1	➤ Identify and improve potential linkages to the Riverwalk from adjacent neighborhoods.	➤ OCED NBHD	OCED NBHD	Ongoing	High	➤ Greater mobility for bicyclists and pedestrians	➤ General Fund TE
T-4.2.2	➤ Coordinate with regional communities to create a plan for a bicycle route along the Merrimack River to Newburyport and Merrimac.	➤ OCED	OCED	Immediate Near Term	Medium	➤ Greater mobility for bicyclists and pedestrians	➤ General Fund Staff Time
T-4.2.3	➤ Expand the Riverwalk to connect with Rail Trail in Salisbury and to provide bicycle and pedestrian linkages to surrounding neighborhoods, including access to Clarks pond and the Cedar Street areas via the river banks extending from the Lower Mill Yard.	➤ OCED ➤ DPW ➤ ENG	OCED DPW ENG	Ongoing Near Term	Medium to High	➤ Bicycle and pedestrian access to surrounding neighborhoods, Salisbury and Newburyport	➤ General Fund TE
T-4.2.4	➤ Explore the potential for off-road bike paths where feasible.	➤ OCED	OCED	Immediate Near Term	Low	➤ Greater mobility for bicyclists and pedestrians	➤ General Fund Staff Time

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
T-4	Ensure a safe environment for pedestrians and bicyclists.						
T-4.2.5	► Provide a well integrated bicycle path system connecting all neighborhoods with the downtown area:	► OCED	Ongoing	Medium to High	► Improved safety and mobility for bicyclists and pedestrians	► General Fund MHD	
T-4.2.6	► Prepare a map of bicycle routes and walking trails/paths in town and distribute through schools and other recreational venues.	► DPW ► OCED ► OSC ► MVPC	Immediate Near Term	Low	► Improved awareness of bicycle and pedestrian options	► General Fund/Staff Time	
T-4.2.7	► Provide amenities such as bike racks, benches, lighting and trash receptacles along key pedestrian and bikeways to ensure comfort and convenience of these areas.	► DPW	Near Term	Low to Medium	► Improvement to bicycle and pedestrian facilities	► General Fund/Staff Time	

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
T-5	Establish measures and policies to improve roadway design, construction, and maintenance to provide a safe and efficient flow of traffic on key roadways.						
T-5.1	Reduce traffic congestion and traffic safety problems at locations within the community while preserving the character of roadways and neighborhoods.	► DPW	Ongoing	Low	► Improved traffic flow on major transportation facility	► Staff Time	
T-5.1.1	► Monitor the design and permitting of roadway improvement projects on the Route 110 Corridor from Route 150 to the Salisbury Town line.	► Reps on I-495 Study MO	Immediate	High	► Reduced traffic congestion and noise on Route 110	► Staff Time	
T-5.1.2	► Participate in the MHD study of the I-495 corridor to discuss improvement options to Exits 54 and 55 in Amesbury and potential to create direct/better connections between I-495 and I-95.	► TTC ► OCED ► ENG ► MVPC	Immediate	Low	► Timely implementation of needed transportation improvements	► Staff Time	
T-5.1.3	► Monitor traffic congestion and safety conditions on roadways in the community and develop improvement projects based on a prioritized listing of problem locations.	► SC Police NBHD TTC	Near Term	Low	► Reduced congestion on busy roadways	► Staff Time	
T-5.1.4	► Review school bus-stopping policy to promote traffic flow without compromising student safety.						

Number	Goal	Establish measures and policies to improve roadway design, construction, and maintenance to provide a safe and efficient flow of traffic on key roadways.					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources	
T-5.2	<ul style="list-style-type: none"> ➤ Promote enhanced access management tools and techniques to mitigate congestion and improve safety along roadways. 						
T-5.2.1	<ul style="list-style-type: none"> ➤ Monitor and identify transportation corridors where congestion is significant, and prepare access management plans to enhance the flow of traffic. 	➤ OCED ➤ PB ➤ MVPC	Near Term	Low	➤ Reduced traffic conflicts on busy roadways	➤ Staff Time	
T-5.2.2	<ul style="list-style-type: none"> ➤ Where necessary, revise zoning/subdivision regulations governing driveway spacing, sight distances, number of driveways per existing parcel or lot, and corner lot clearances to minimize conflicts with vehicles entering roadways. 	➤ PB ➤ ENG	Immediate Near Term	Low to Medium	➤ Reduced traffic conflicts on busy roadways	➤ General Fund ➤ Staff Time	
T-5.2.3	<ul style="list-style-type: none"> ➤ Where necessary, revise zoning/subdivision regulations to require connection of parking areas on adjacent commercial lots on busy roadways such as Route 110 so traffic can move between them without traveling on the highway. 	➤ PB	Immediate Near Term	Low to Medium	➤ Reduced traffic conflicts on busy roadways	➤ General Fund ➤ Staff Time	
T-5.2.4	<ul style="list-style-type: none"> ➤ Where necessary, revise zoning/subdivision regulations to require, where appropriate, shared use of driveways to limit the number of access points on busy roadways. Following either of these strategies will require the promotion of unified on-site circulation and parking plans. 	➤ PB	Immediate Near Term	Low to Medium	➤ Reduced traffic conflicts on busy roadways	➤ General Fund ➤ Staff Time	
T-5.2.5	<ul style="list-style-type: none"> ➤ Where necessary, revise zoning/subdivision regulations to align driveways where developments are situated on either side of a roadway, to reduce conflicts from turning traffic. 	➤ ENG ➤ PB	Immediate Near Term	Low	➤ Improved traffic flow and safety	➤ Staff Time	
T-5.3	Utilize innovative roadway design and construction methods to maximize efficiency.						
T-5.3.1	<ul style="list-style-type: none"> ➤ Consider MHD's Highway design standards when adopting town policies and procedures for construction and improvement projects. These changes, when implemented, should result in projects that improve traffic flow while better preserving the Town's character. 	➤ PB ➤ ENG ➤ DPW	Near Term	Low	➤ Community-based roadway improvement projects	➤ Staff Time	
T-5.3.2	<ul style="list-style-type: none"> ➤ Develop a Pavement Management Program to examine road conditions, identify appropriate treatment measures, and maximize the productivity of the Town's road maintenance budget. 	➤ DPW ➤ ENG ➤ MVPC	Immediate Near Term	Medium	➤ Improved roadway conditions	➤ Chapter 90 Funds	

Number	Goal
	Strategies/Actions
T-5	Establish measures and policies to improve roadway design, construction, and maintenance to provide a safe and efficient flow of traffic on key roadways.
T-5.4	<ul style="list-style-type: none"> ➤ Guarantee coordination of major transportation and public works projects.
T-5.4.1	<ul style="list-style-type: none"> ➤ Establish regular meetings between Town Department of Public Works officials and utility companies to review schedule of roads/ bridge projects. Such policy should help to prevent unnecessary opening of recently repaired/reconstructed roadways.
T-5.4.2	<ul style="list-style-type: none"> ➤ Consider establishing a Roadway Advisory Committee to assist in the development of the road improvement program.

Number	Goal
	Strategies/Actions
T-6	Provide a sufficient supply of parking in mixed-use or commercial areas
T-6.1	<ul style="list-style-type: none"> ➤ Ensure that there is adequate downtown parking areas that are safe, convenient and easy to find.
T-6.1.1	<ul style="list-style-type: none"> ➤ Work with the Merrimack Valley Planning Commission to implement and monitor the recommendations made in the 2002 parking study of the downtown area, and update the recommendations as build-out of the area advances.
T-6.1.2	<ul style="list-style-type: none"> ➤ Continue efforts to work with private property owners to identify where private lots could be converted to public parking facilities and develop flexible zoning regulations to promote shared parking where appropriate and feasible including the potential for incentives for downtown employed persons to use neighboring churches for parking during weekday hours.

Number	Goal	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
T-6	Provide a sufficient supply of parking in mixed-use or commercial areas.						
T-6.1.3	➤ Develop and implement appropriate parking management strategies to ensure a balance of parking for visitors, employees and residents within the downtown core.	▲ ▲ OCED Alliance For Amesbury TTC	OCED Alliance For Amesbury TTC	Immediate Near Term	Low	Improved Downtown parking management/ capacity	▲ Staff Time
T-6.1.4	➤ Continue to plan for construction of additional parking facilities on identified lots, including provisions for a public parking garage if warranted.	▲ ▲ ▲ OCED Alliance for Amesbury	OCED Alliance for Amesbury	Near Term Mid Term	Medium	Improved Downtown parking management/ capacity	▲ General Fund
T-6.1.5	➤ Enhance pedestrian linkages between parking lots and downtown buildings to give more options to downtown parkers.	▲ OCED	OCED	Immediate	High	Improved Downtown parking management/ capacity	▲ Staff Time
T-6.1.6	➤ Conduct a way finding study to develop a coherent signage program to direct visitors to parking facilities in the downtown business district.	▲ ▲ DPW TTC	DPW TTC	Immediate Near Term	Low	Enhanced accessibility to Downtown	▲ General Fund ▲ Staff Time
T-6.2	➤ Provide sufficient parking in outlying areas.						
T-6.2.1	➤ Investigate opportunities, including flexible zoning regulations, to promote shared parking between adjoining land uses with different hours of operations.	▲ OCED	OCED	Near Term	Low	Provision of adequate parking capacity	▲ Staff Time
T-6.2.2	➤ Develop a management plan that will address parking procedures/ policies for events that do not have adequate parking available.	▲ ▲ ▲ ▲ OCED Alliance Police	OCED Alliance Police	Ongoing	Low	Provision of adequate parking capacity	▲ Staff Time